



**Building an evidence-based, holistic approach
for moving integrated employment forward**

APSE 2018

Rehabilitation Research and Training
Center on Advancing Employment
A project of

ThinkWork!



APSE
Association of People Supporting EmploymentFirst
EMPLOYMENT FIRST - EMPLOYMENT NOW

rtc on community living
INSTITUTE OF COMMUNITY INTEGRATION
UNIVERSITY OF MINNESOTA

NASDDDS

The Arc.
For people with intellectual and developmental disabilities

ICI **UMASS BOSTON**

SELF ADVOCATES BECOMING EMPOWERED

DirectCourse
ONLINE CURRICULA FOR LIFE IN COMMUNITY

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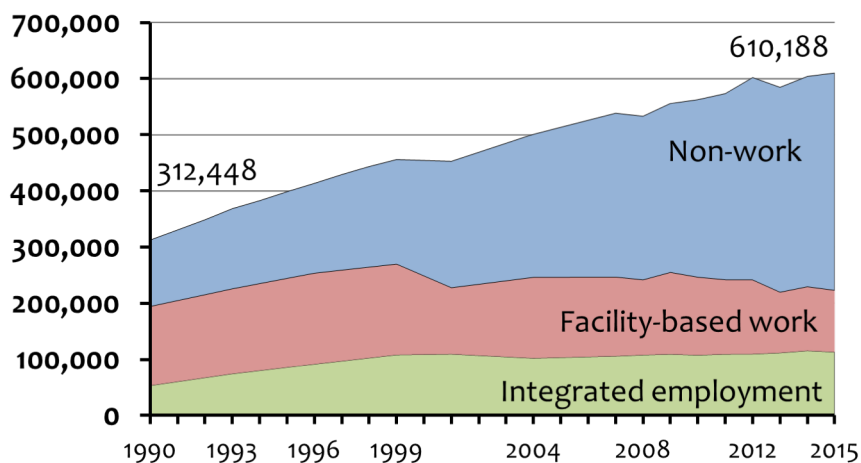
“Employment is a way for people with disabilities to give to the community and see what they have to offer.

We’re givers, not just takers.”

-Max Barrows, Green Mountain Self-Advocates

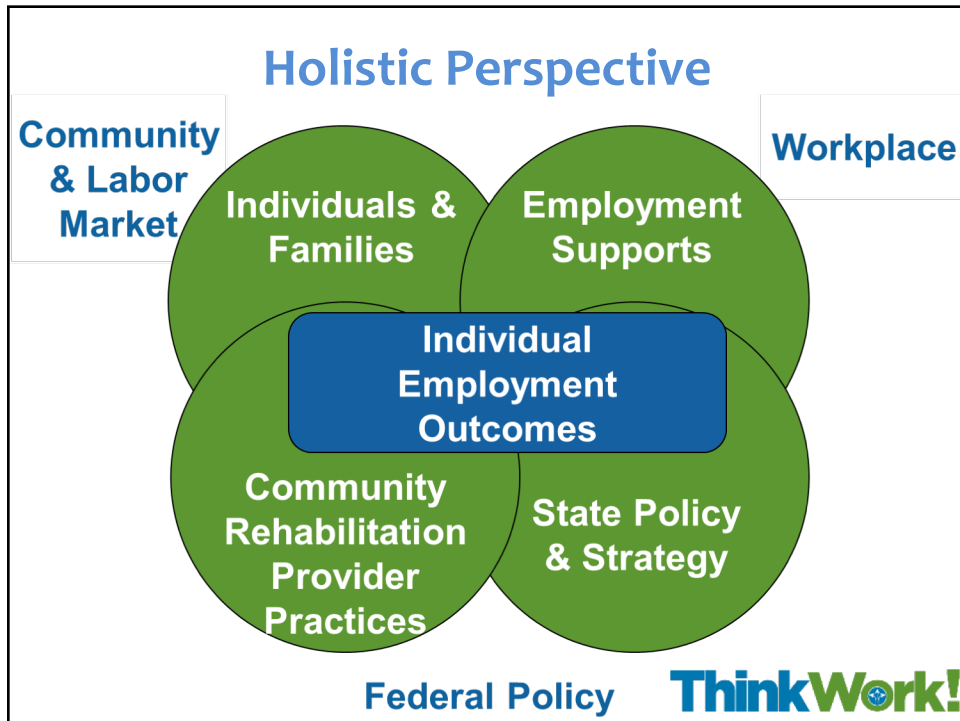


Number in Employment and Day Services



Source: ICI National Survey of State IDD
Agency Day and Employment Services





State of the Science Process

Who

- ❖ Individuals with IDD
- ❖ Family members
- ❖ Employment providers
- ❖ Researchers
- ❖ Training/TA providers
- ❖ State agency staff
- ❖ Federal agency staff
- ❖ Association leaders

How

- ❖ In person events
- ❖ Online events
- ❖ Online brainstorming
IdeaScale
- ❖ Expert respondents
- ❖ State of the Science
conference

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Strand 1: Individual and family engagement

Goal:

Employment as a lifelong conversation. Information and support available on a “just in time” basis

- Scoping literature review
- Focus groups: Individual and family experiences
- Family engagement intervention

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Findings: Scoping literature review themes

- ❖ Family modeling shapes employment experiences.
- ❖ Engaging families supports a focus on employment.
- ❖ Family/individual demographics are related to employment.

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Findings: Scoping literature review strategies

Training

- Explore, Prepare, Act
- FEAT

Planning tools

- The Arc's Build Your Plan
- LifeCourse tools

Online resources

- Let's Get to Work (WI)

Peer-to-peer outreach

Social media

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Findings: Online focus groups and forums

- ❖ Confusing guidance and low systems expectations
- ❖ Navigation is hard: lack of alignment & discontinuity
- ❖ System lacks capacity
- ❖ More success when relying on self and family

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Intervention (evolving)

- ❖ Family members (young adults ages 12-24).
 - Guided use of LifeCourse Planning Tool
 - Private Facebook group and peer support
 - Online Community of Practice



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State of the Science themes

- Choice & Risk: Dream, try, fail, succeed
- Early engagement & anticipatory guidance
- Authentic partners:
Meet families “where they are”
- Address discontinuities among services and between agencies
- Roles and expectations. How can formal supports best intersect with personal supports?

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Strand 2: Employment support practices

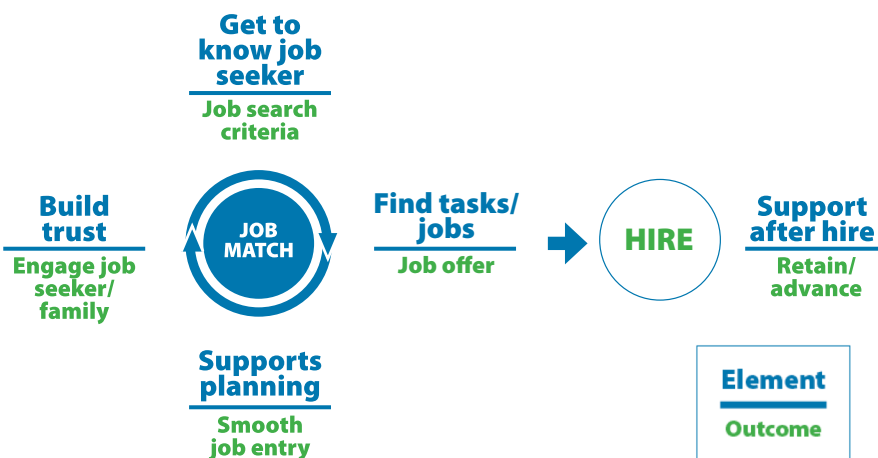
Goals

Describe the relationship of practice to outcome
A scalable model for implementation support

- Interviews: Highly effective employment consultants, job seekers, families, supervisors
- Intervention

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Comprehensive model of employment support



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Intervention: Engaging employment consultants

- ❖ 167 participants, 85 CRPs, 30 states
- ❖ Baseline and quarterly surveys
- ❖ Daily activity survey by smartphone
- ❖ Monthly community of practice & goal
- ❖ Monthly performance feedback

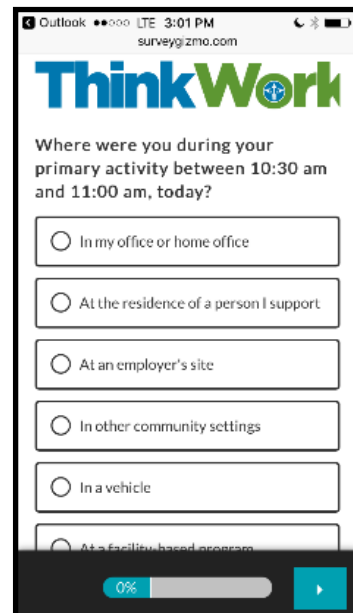
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The daily survey for smartphones

- **What** primary support activity was implemented?
- **Who** was the interaction with?
- **Where** did this interaction take place?

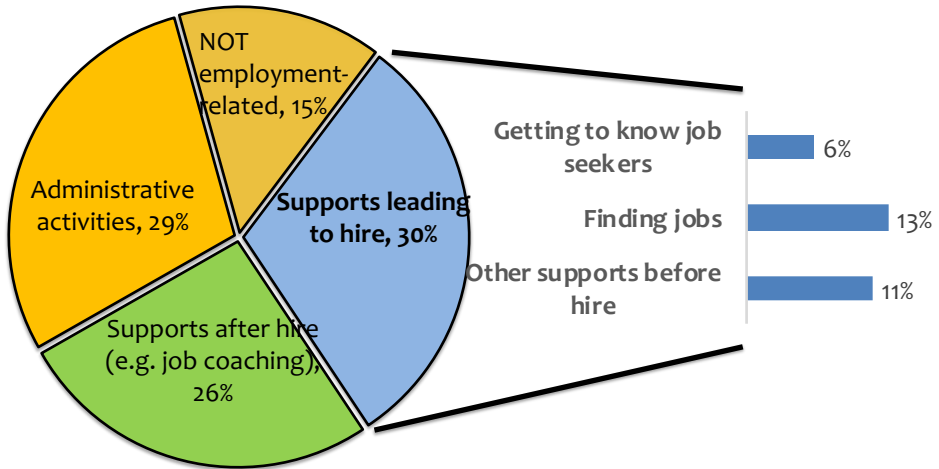
Once each work day at a random time

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The screenshot shows a mobile survey interface. At the top, the status bar indicates 'Outlook', signal strength, LTE, 3:01 PM, and battery level. Below the status bar, the URL 'surveygizmo.com' is visible. The ThinkWork! logo is prominently displayed. The survey question asks: 'Where were you during your primary activity between 10:30 am and 11:00 am, today?'. There are six radio button options: 'In my office or home office', 'At the residence of a person I support', 'At an employer's site', 'In other community settings', 'In a vehicle', and 'At a facility-based program'. A progress bar at the bottom shows '0%' and a blue play button icon.

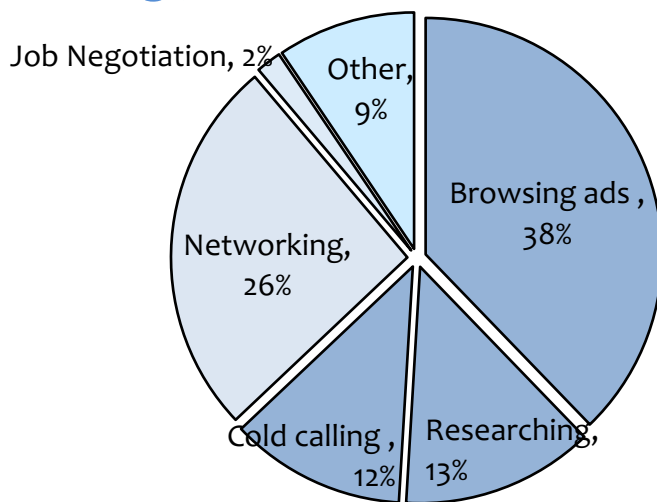
WHAT: primary support activity



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WHAT: Blue zone Finding jobs



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Performance support

Outlook 4G 4:40 PM
surveygizmo.com

[2:49]

That's the hours and minutes that you and your peers as a group spend on administrative tasks, each day.

Share your ideas for streamlining administrative tasks [HERE!](#)

Supports leading to hire (Blue zone), 2 hours, 22 min

Includes 13 min/day for forms/reports

Support AFTER hire, 1 hour, 37 min

Administrative activities, 2:49 hours

NOT employment

0%

Outlook 4G 2:06 PM
surveygizmo.com

Were you able to streamline your administrative tasks since our online event, on February 8?

Several of your peers did it! Be among the ones who will try!

Not relevant, 10%

Yes, 19%

Unlikely, 19%

I will try, 53%

Share your ideas for streamlining

100%

Microlearning

T-Mobile LTE 11:34 AM
surveygizmo.com

*Ask employers:
What tasks in your business are sometimes left unfinished?*

Watch this 3 min video about Maggie's negotiated new job description

Oliver.lyons@umb.edu
[617-287-4376](tel:617-287-4376)
<http://www.thinkwork.org/s22ec>

You may now close your browser

ThinkWork
Advancing employment and opportunity for people with intellectual and developmental disabilities

0%

Outlook 4G 4:40 PM
surveygizmo.com

[2:49]

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Administrative activities, 2:49 hours

NOT employment

0%

State of the Science themes

Employment support practices

- ❖ Key practice benchmarks
- ❖ Effective supervisory & team structures
- ❖ Efficiency: Reduce admin burden
- ❖ Smart use of tech
- ❖ Training and credentialing: Models/roles

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I find that it causes me to pause for a moment and reflect on how I am spending my time, energy and resources

It makes me realize how much time I truly spend on follow along and transportation to work site

I like how you have added support links at the end of the survey keep them coming

Participants said ...

I love how simple it is

It is a good opportunity to raise my awareness about how I spend my time

I do like how it is bringing attention to how I spend my time and I hope that my company accounts for the amount of time that reports and administrative duties are taking up

I enjoy the feedback from other employment specialists, I enjoy the videos and online training ...

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The Truth Comes from Us: Supporting Workers with Developmental Disabilities By: Self-Advocates Becoming Empowered (SABE)

Employment professionals play a powerful role in the pursuit of true inclusion. SABE outlines key steps on how allies can move people with developmental disabilities out of poverty and into meaningful roles in their communities.

http://www.sabeusa.org/wp-content/uploads/2015/12/ThinkWork_sabe_D2-002.pdf

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Key take away points:

1. Importance of reflecting on implementation
Time spent ...
 - on supports that lead to hire
 - in businesses
 - interacting with employers
 - connecting with family members
2. Leveraging technology
3. Including data in decision making
4. Include micro, mobile, personalized learning

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Strand 3: Community Rehabilitation Providers (CRPs)

Goal

To develop a model to support provider transformation that can be brought to scale

- Delphi Panel: Framework
- Case studies: How the framework looks on the ground
- Intervention Study: Organizational Transformation



What is a Delphi Panel?

- ❖ Getting a group of experts to agree on a topic
- ❖ 36 experts in organizational transformation
- ❖ Represented provider staff and management, self-advocates, families, researchers, trainers
- ❖ Had knowledge of, or had participated in, a transformation process
- ❖ “What is most important for providers during transformation?”
- ❖ several rounds (respond to early findings, identify what is missing, and rank)

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Findings: Delphi panel Ten organizational factors

1. Clear and consistent goals
2. Agency culture that values inclusion*
3. Active, person-centered job placement process (one person at a time)
4. Strong internal & external communications
5. Reallocated and restructured resources

*New element

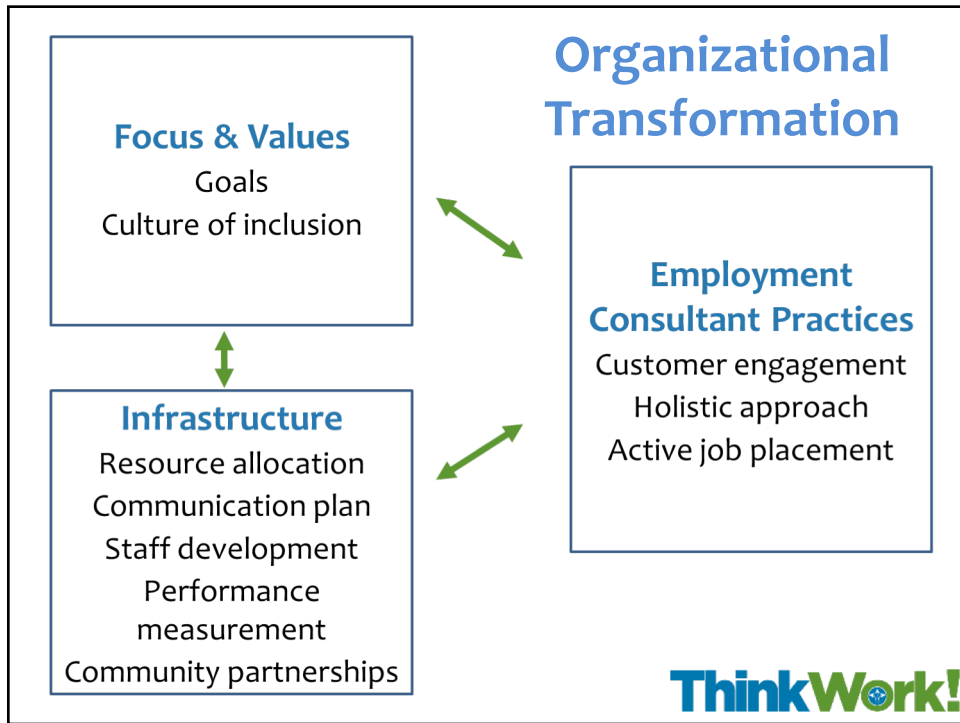
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Findings: Organizational Factors (continued)

6. Ongoing investment in staff learning*
7. Focus on customer engagement/feedback*
8. Effective performance measurement, quality assurance, & program oversight*
9. Holistic approach to supports
10. Multiple & diverse community partnerships

*New element

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Increasing provider capacity

“Organizational transformation cannot occur without a strong workforce of employment consultants, and employment consultants perform their most effective work within a high-functioning organizational culture that has a shared mission and vision among all of its stakeholders.”

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The text explains that organizational transformation requires a strong workforce of employment consultants. A circular diagram on the right shows three interconnected elements: 'Focus & Values' at the top, 'Infrastructure' in the middle, and 'EC Practices' at the bottom. Blue arrows connect these elements in a clockwise cycle, indicating a continuous and interdependent relationship between them. The 'ThinkWork!' logo is positioned at the bottom right of the slide.

Findings: Case studies

- ❖ Arc of Westchester (NYC metro)
- ❖ At Work! (Seattle metro)
- ❖ Work, Inc. (Boston metro and Cape Cod)
- ❖ Penn-Mar Human Services (rural Pennsylvania)

Closed at least one workshop in last ten years, must primarily serve individuals with IDD, diversity of characteristics and experience

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Findings: Case Studies

- ❖ Case study findings confirmed the ten elements
- ❖ Learned WHY each element is valuable during the transformation
- ❖ Provided on-the-ground examples, strategies, and depth to the 10 organizational factors.
- ❖ Provided specific practices that illustrate each finding for replication
- ❖ Offered different state contexts
- ❖ Content for Agency Change Toolkit

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Intervention (ongoing)

- ❖ 10 Arc chapters over two years, selected through RFP process
- ❖ Intervention components
 - Agency Change Toolkit
 - Organizational self-assessment
 - Customized action planning
 - Monthly expert technical assistance
 - Monthly Community of Practice/webinar
 - Leadership summit in Washington, DC



Intervention Emerging Findings

Common themes across the first five providers:

- ❖ They all lacked clear and consistent goals for their transformation
- ❖ Limited knowledge of best practices in job development
- ❖ Strong need for building capacity of all levels of staff
- ❖ Strong relationship with day supports. Can't think about one without the other.

(consider against Delphi)



State of the Science themes

Provider Organizational Change

- ❖ Expectations/culture of the organization- everyone can work
- ❖ “Employment is everyone’s business”
- ❖ Focus on long-term career development
- ❖ Infusing data into decisions
- ❖ Not just closing workshops, but tools to evolve service delivery (connection to strand 2)
- ❖ Importance of employer customers

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Strand 4: Aligning policy and practice across state agencies

Goal

Define policies and practices of high-performing state employment systems at a multi-agency level

Defining employment first
SABE

Higher Performing Systems
Composite indicator
Case studies
IDD agency policy analysis

Employment outcomes
National Core Indicators

- Gender & work
- Guardianship & work

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APSE EMPLOYMENT FIRST STATEMENT
Adapted by Green Mountains Self Advocates and Self Advocates Becoming Empowered

All people with disabilities should have opportunities to work. Public dollars should be used to pay for supports for people to work in the community.

People with disabilities, their families, and their allies believe that:

- Too many people with disabilities do not have a job. This is unacceptable.
- All people should have opportunities for real jobs with real wages. It will get us out of poverty. We will be more independent. We will feel more included.
- All people, with and without disabilities, can work in jobs together earning minimum wage or higher.
- Like everyone else, people with disabilities should have access to supports that they need to work successfully.
- All people, no matter what disability they have, have the right to work a job they choose that matches their skills and interests.
- Public policies must support people with disabilities having real jobs. Money for services should be spent on people having jobs in the community.
- Just calling your state an Employment First state is not enough. "Employment First" is when everyone who wants a job, has a job.

“just calling your state an ‘Employment First’ state is not enough; it’s when everyone who wants a job, actually has a job.”

(SABE, 2017).

<https://www.thinkwork.org/apse-employment-first-statement>

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Analyze state-level policy and strategy 5 white papers on emerging employment policies and strategies

- Paper 1 implementation of the CMS 2011 guidance on prevocational services and employment
- Paper 2 Embedding employment as a priority in support coordination/case management: Service plan development, implementation and follow-up
- Paper 3 Sequencing with VR, DOE and I/DD in achieving employment outcomes
- Paper 4 The Employment Journey: Employment and Informed Choice
- Paper 5 Emerging Collaborations between Community Integrated Employment and Community Engagement

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Whitepaper 1: Implementation of the CMS 2011 guidance on prevocational services and employment

- ❖ *Leadership and Values not only set the stage but keep the process moving*
- ❖ *Policies and Goals are Used to Set Expectations*
- ❖ *Funding and Financing policies really ARE cornerstone (but doesn't always mean new revenue)*
- ❖ *Training and Technical Assistance is an ongoing investment*
- ❖ *Service Innovations are Supported with Improved Definitions*
- ❖ *Outcome Data continues to shape policies*
- ❖ *Interagency Collaboration is integral to employment outcomes*

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Whitepaper 2: How service coordination can embed employment as a priority for individuals

Support Coordination Is Effective When...

- ❖ *Leadership within all agencies (I/DD, VR, Ed) communicate the expectations of Supports Coordination*
- ❖ *Service Coordinators Use Pathways Communication*
 - *What questions are important in a guided conversation*
 - *How a guided conversation changes with lifespan needs*
 - *What are the issues when Pathways Communication become Mandatory*
- ❖ *Person Centered Thinking is understood and utilized by Support Coordinators*
- ❖ *There is a continuous focus on Skill Development including an understanding of how the planning process can impact change*

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White Paper 3: Multi System Collaboration: Supporting Individuals from Pre-employment through Employment and Community Engagement across the Life Course

Making Collaboration Work

- ❖ VR, DoE and I/DD agencies need to start with shared, unambiguous goals and defined roles.
- ❖ Identify data sources and gaps and agree to data strategy
- ❖ Identify agency partnerships and identified strategies that link to the shared goal of employment and connect to long-term supports and services is critical to the development of an employment pathway
- ❖ MOU's and Agency collaboration need to recognize different strategies for various life stages to assure integrated competitive employment and community participation are a reality for people with intellectual and developmental disabilities.

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White Papers 4 and 5

- ❖ White Paper # 4: The Employment Journey: A Focus on Employment and Informed Choice (fall 2018)
- ❖ White Paper #5: Emerging Collaborations in the Delivery of Community Integrated Employment and Community Engagement (fall 2019)

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State of the Science themes

- ❖ Data and its relationship to state systems and policy
- ❖ Leadership
 - Regional communities of practice
 - Identifying and supporting champions
- ❖ Communication/collaboration
 - Shared agendas across agencies- shifting from competition to collaboration
 - Engaging all stakeholders so “they are the messengers”

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Areas for research

Scalability
Implementation support

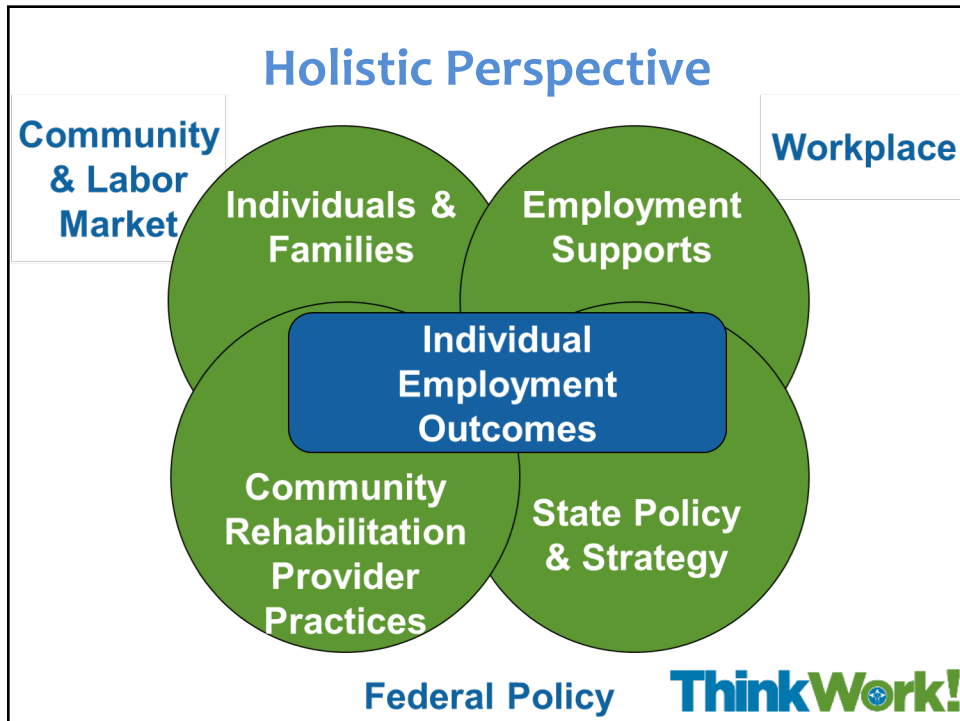
Employment supports

- ❖ Linking individual and system resources
- ❖ Activities/impacts
- Organizations**
- ❖ Finance & infrastructure
- ❖ Team structures
- ❖ Data and decision making
- ❖ Communication
- ❖ Connection to day supports

Individual & family

- ❖ Supporting risk
- ❖ Early and often (many small touches)
- ❖ Family context: Holistic view
- Systems change**
- ❖ Case management
- ❖ Assess systems experiments (funding, policy, ...)
- ❖ QA/QI approaches

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Rehabilitation Research and Training Center on Advancing Employment
 for Individuals with Intellectual and Developmental Disabilities

A project of
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 at the Institute for Community Inclusion, UMass Boston

www.ThinkWork.org/rrtc