RRTC on Advancing Employment
Bringing Employment First to scale

State of the Science Listening Session
APSE, 2017
“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, SABE)
1970s
Try another way

1980s
Supported Employment

1990 + ...
Customized employment

Think Work!
Policy Influences

Olmstead Decision
CMS Employment Guidance
CMS Settings Rule
Department of Justice
WIOA
How many people are employed?

- No disability: 73.6%
- Any disability: 34.3%
- National Core Indicators 2015-16: 19.1%
- IDD Agency Survey 2015: 18.6%

But what's a job…
Number in Employment and Day Services

Source: ICI National Survey of State IDD Agency Day and Employment Services
Participation in integrated employment services varies widely.

Source: ICI National Survey of State IDD Agencies 2015
Other fast facts...

4... % of job developers’ time spent with employers

6... # of states reporting 40% or more of individuals served in integrated employment (IE) services

9... % of CRP staff working in IE

13.5...% of IDD agency day and employment $$ spent on IE

19... % of individuals with IDD working in the community

47... % of individuals who don’t work but want to
Facility-based programs are needed [for] individuals who have difficulty or are unable to maintain employment.

88.6%
Holistic Perspective

Community & Labor Market

Individuals & Families

Employment Supports

Community Rehabilitation Provider Practices

State Policy & Strategy

Individual Employment Outcomes

Federal Policy

Workplace
Why is research important?

YOU’LL NEED TO TAKE SOMETHING FOR HIGH ChOLESTEROL.

WHICH DRUG COMMERCIAL DO YOU LIKE BEST?
RRTC State of the Science initiative

Overall purpose:

- Share findings with key stakeholders and thought leaders
- Inform ongoing work
- Confirm implications and set the agenda for future research

www.thinkwork.org/sos2017
3 Organizing Themes

- Meaningful engagement and involvement of individuals and families in the employment process
- Provider agencies’ capacity to carry out effective employment supports
- Policies at both the state and national levels underscore and prioritize employment
Process

- Roll out over a six month process
- Development of draft papers with external expert reviewers
- Three pronged approach:
  - In person listening sessions
  - Online events
  - In person meeting in Washington, DC.
“Knowledge to action” agenda that will help to shape future priorities and move research findings into everyday practice.
Organizational capacity to carry out effective employment supports – what is the vision?

- Clear yet flexible practice model.
- Efficient approach to providing implementation support.
- Effective cost-efficient approach to supporting transformation.
Background

Despite identified best practices for employment consultants and providers, implementation of practices is inconsistent and the number of individuals working in the community has remained stagnant.
What we know

- Extensive literature on effective supports practices
- 35,000 employment consultants, nationally (estimated)
- Majority of employment consultants assisting up to 5 job seekers with IDD getting jobs per year
- Limited implementation of best practice
Research questions: Implementation

- How do effective employment specialists implement supports?
- How can we provide efficient/effective implementation support?
- What is the effectiveness of data-based feedback, online training, and a community of practice?
Research questions: Transformation

- What are the most important features necessary for successful organizational transformation?
- Can we efficiently support transformation using organizational assessment, distance support, and a community of practice?
The studies

- In-depth interviews with employment consultants, supervisors, families and individuals
- Employment consultant intervention (in process)
- Delphi panel and case studies around organizational transformation
- Intervention with providers (in process)
How do employment consultants invest their time across support activities?

- Not-employment related, 15%
- Administrative activities, 28%
- Finding jobs, 13%
- Other supports before hire, 12%
- Support after hire (Including job coaching), 25%
- Administrative activities, 28%
10 key elements for organizational transformation

- Clear and consistent goals
- Agency culture that values include
- Strong communications plan
- Active, person-centered planning process
- Re-allocated and restructured resources
- Ongoing investment in professional development
- Focus on customer engagement
- Effective employment performance measurement, quality assurance, and program oversight
- Holistic approach
- Community partnerships
Focus & Values
  - Goals
  - Culture of inclusion

Infrastructure
  - Resource allocation
  - Communication plan
  - Staff development
  - Performance measurement
  - Community partnerships

Employment Consultant Practices
  - Customer engagement
  - Holistic approach
  - Active job placement
Where are we going?

In the next 5-10 years, what should research focus on to optimize capacity of employment consultants and employment programs?
think/move/vote!
2 types of sticky notes on your table

- ✓ VOTE with the little sticky notes
- 🌧️ COMMENT with the big sticky notes
Meaningful engagement of individuals and families. What is the vision?

Employment as a lifelong conversation.
Information and support available on a “just in time” basis
Types and pathways for information and support are effective, accessible, simple
Background

Families can be the most influential part of successful employment and life planning, yet often lack the knowledge to move employment from an abstract thought to a real job.
Research questions

- What does the literature say about successful strategies in engaging families in employment?

- How can we share information in a way that is most useful for families?
The studies

- Scoping literature review
- In-person and online forums and focus groups
- Family engagement intervention (in process)
Key findings

Literature
- Family modeling shapes employment experiences
- Engaging families supports employment focus
- Family/individual demographics are related to employment

Forums
- Confusing guidance and low systems expectations
- Navigation is hard: Misalignments & discontinuities
- System lacks capacity
- More success when rely on self and family
Engagement strategies

Training
- Explore, Prepare, Act
- FEAT

Planning tools
- Arc Future Planning
- LifeCourse tools

Online resources
- Let’s Get to Work (WI)

Peer to peer outreach

Social media
Intervention with the Arc – ongoing

- Center for Future Planning Tool
- Goal is enrollment for 100 families (PwD age 14-24)

- 3 part strategy
  - Facebook reminders to log in/use the tool
  - Encouraging/inspiring messages about employment
  - Information and referral
Where are we going?

In the next 5-10 years, what should research focus on that would optimize family expectations and family engagement around work?
think/move/vote!
Remember...

✔ VOTE with the little sticky notes

💬 COMMENT with the big sticky notes
Aligning policy and practice across agencies – what is the vision?

Systems intentionally align practices *what we do* with a priority for employment *what we want* and bring components to scale *availability for all*
“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).
State Policy & Strategy
High-Performing Framework

Catalysts
Leadership
Values

Strategy
Policy & Goals
Financing
Training & TA
Service Innovation
Outcome Data

Integrated Jobs

Interagency Collaboration

Hall et al (2007)
Research questions

- What are the characteristics of “higher performing” employment systems?

- What is the relationship between systems’ characteristics and employment outcomes?
The studies

- Development of state rankings across 3 systems (education, VR, IDD)
- Case study research of the “highest performers”
- Digging deeper: policy analysis with state examples
**Key findings: composite indicator**

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<th>Rank</th>
<th>Overall CI Score</th>
<th>IDD Score</th>
<th>VR Score</th>
<th>Education Score</th>
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<td>39.60</td>
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## Top Performers Across Systems and States

### Top 10 states based on CI Scores (ranked descending order)
- Maryland
- New Hampshire
- Vermont
- Oregon
- Washington
- Iowa
- Oklahoma
- South Dakota
- Colorado
- Delaware

### Top IDD System Performers
- Maryland
- New Hampshire
- Vermont
- Oregon
- Washington
- Oklahoma

### Top VR System Performers
- Maryland
- South Dakota
- Colorado
- Delaware

### Top Education System Performers
- New Hampshire
- Iowa
- South Dakota
- Colorado

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**ThinkWork!**
"No, you back off! I was here before you!"
Key findings: case study research

- Success over the long-term depends on a cadre of stakeholders.
- Leadership is most effective when distributed across multiple levels of responsibility.
- Consistent allocation of funds for long-term services for youth exiting schools is critical. Cements expectation for collaboration between school and adult service systems.
Key findings: state level policy analyses

- leadership through setting values, direction and creating the infrastructure for change
- Support coordination/case management to increase prioritization of employment
- Managing the employment process including sequencing funding with VR (in process)
Where are we going?

In the next 5-10 years, what should research focus on to more effectively align policy (what we say we want) with practice (what we actually do)?
think/move/vote!
Remember...

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Synthesis and Next Steps