RRTC on Advancing Employment
Bringing Employment First to Scale

NCE Summer Leadership Institute
July, 2017

Think Work
“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

Self employment

1990 + ...
Customized employment
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
Holistic Perspective

Community & Labor Market

Individuals & Families

Employment Supports

Community Rehabilitation Provider Practices

State Policy & Strategy

Individual Employment Outcomes

Federal Policy

Workplace
RRTC State of the Science

Overall purpose:

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

www.thinkwork.org/sos2017
3 Organizing Themes

- Meaningful engagement and involvement of individuals and families
- Provider agency capacity to carry out effective employment supports
- Policy at the state and national levels underscore and prioritize employment
Process

- Draft papers with expert review
- In person listening sessions
- Online events
- Synthesis meeting in Washington, DC.
Meaningful engagement of individuals and families

Employment as a lifelong conversation.

Information and support available “just in time” in small bites

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

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

Planning tools
- The Arc’s Build Your Plan
- LifeCourse tools

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?
Organizational capacity to carry out effective employment supports

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

- Organizational transformation = alignment between values, vision and goals but:
  - 89% of CRPs said facility-based programs necessary
  - staff experience confusion about roles, feel unprepared to support employers, lack training
- Change driven internally and not by state goals and policy
Research questions: Implementation

- How do effective employment specialists implement supports?
- What type of infrastructure is necessary to support good employment consultants?
- 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)
Comprehensive model of employment support

Get to know job seeker
- Job search criteria

Build trust
- Engage job seeker/family

Supports planning
- Smooth job entry

JOB MATCH

Find jobs/tasks
- Job offer

HIRE

Support after hire
- Retain/advance

ThinkWork!
How do employment consultants invest their time across support activities?

- Administrative activities, 28%
- Support after hire, 25%
- Other supports before hire, 12%
- Finding jobs, 13%
- Getting to know job seekers, 7%
- Not-employment related, 15%
Job Development

- Research businesses: 20%
- Browse job ads: 20%
- Walk/drive area: 4%
- Cold calling: 16%
- Use contacts: 8%
- Meet with employers: 12%
- Complete forms/reports: 12%
- Other: 4%

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Describing practice

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Who was your primary interaction with between and today, 05/19/2016?

- Not at work today
- A person I support
- Family member of a person I support
- Acquaintance of a person I support

What was your primary activity between and today?

- Getting to know a job seeker
- Finding job openings
- Providing other supports before hire
- Coaching/ongoing support
- Administrative paperwork
- Other employment-related

Where were you primarily between and today?

- In your office or home office
- At the residence of the person I support
- At an employer’s site
- In other community settings
- In a vehicle
- At a facility-based program
Organizational Transformation

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

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Where are we going?

In the next 5-10 years, what should research focus on to optimize capacity of employment consultants and employment programs?
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: State policy analysis
## Key findings: composite indicator

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<th>Overall CI Score</th>
<th>IDD Score</th>
<th>VR Score</th>
<th>Education Score</th>
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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
Employment Setting & Guardianship

Data source: National Core Indicators
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)
Policy Analyses

- Changing role of prevocational services
- Support coordination/case management
- Managing the employment process including sequencing funding with VR
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)?
Synthesis and Next Steps
Rehabilitation Research and Training Center on Advancing Employment for Individuals with Intellectual and Developmental Disabilities

A project of ThinkWork!

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