



AFP Summit 2.0

Real Jobs – It's Everyone's
Business

November 17 – 19, 2011
Gaylord National Harbor
Washington, DC

Bring it On DC!





A Brief History

- **Pennsylvania: First state to have policy that prioritized community employment for individuals with IDD (1990)**
 - *The Office of Mental Retardation believes that persons with mental retardation should have access to community employment opportunities and that employment opportunities should always be considered before any less, more restrictive programs.*

- **Tennessee: First state to use term “Employment First” (2003)**



Employment First 2011

- **Over 25 states have some type of Employment First initiative**
 - **Most focused on IDD**
 - **Some Cross-Disability (Arkansas, Iowa, Kansas)**

- **At least 14 states have Employment First legislation or policy**





THE ALLIANCE FOR FULL PARTICIPATION SUMMIT 2.0

- OVER 1250 PEOPLE IN ATTENDANCE
- 43 STATES REPRESENTED
- THE GOALS: DOUBLE INTEGRATED EMPLOYMENT BY 2015
 - while improving outcomes of employment and mainstreaming American life for all.



Who is the Alliance?

- American Association of Intellectual and Developmental Disabilities (**AAIDD**)
- **The ARC**
- **TASH**
- Association of University Centers on Disabilities (**AUCD**)
- Council on Quality and Leadership (**CQL**)
- American Network of Community Options and Resources (**ANCOR**)
- **NISH**
- **APSE**
- American Association of People with Disabilities (**AAPD**)
- National Alliance of Direct Support Professionals
- United Cerebral Palsy (**UCP**)
- Autism Society of America (**ASA**)
- Human Services Research Institute (**HSRI**)
- National Association of Councils on Developmental Disabilities (**NACDD**)
- **NASDDS**



JULIE PETTY:

Co-Chair of the Alliance

- ❑ Work is what defines us.
- ❑ Americans work more than any developed country.
- ❑ Work is what provides inclusion into the mainstream of American life.
- ❑ Others see people who work as valued.
- ❑ It beats the hell out of Sheltered Workshops!

Real Jobs = Real Lives

- Healthier for people to have jobs
- Puts spending money in your pocket so that you can be a true citizen





We have to start with the belief that everyone can WORK!

- ❑ Need to realize that Workshops are an outdated model.
- ❑ Need to start thinking about employment when individuals are just teenagers.
- ❑ Need to start making **INDIVIDUAL EMPLOYMENT PLANS** for these same teenagers.



WHAT DO WE KNOW?

- ❑ One of the biggest issues is poverty
- ❑ Facility-based work average earnings = \$ 29 per year
- ❑ Range of the DD field integrated employment is 4% to 86%
- ❑ The National average is 20%
- ❑ State VR success rate range = 30% to 80%
- ❑ The general population's employment rate is currently 71.9%

Tim Shriver – PhD, CEO Special Olympics International

- Have to shatter the myth of incompetence
- “Unleash” their voice
- Challenge the “R” word

**AN INVITATION TO
THINK
DIFFERENTLY!!**



“The Diff-ability Framework”



- From Dis to Diff
- Focuses on positive character traits, not deficits
- Enables us to think in a different paradigm

“THINK DIFFERENTLY!”

*Did you know that 40% of individuals in
Special Olympics are in
Community Employment?*



Websites to check out!

- ❑ www.QualityMall.com
- ❑ Dept. of Labor Website - DOL at ODEP – look for Toolkit on Integrated Employment



DO NOT MAKE IT ABOUT GETTING RID OF THE WORKSHOPS

- Make it about making money
- Make it about people's wages
- Then the workshops will make their own transition.
- Then the backlash from parents, etc. won't amount to anything.

Why Employment First is different?

- It is now the **FIRST Priority** – it is no longer about a series of **OPTIONS!**





We have to “Market” Employment First

- Get the word out
- Develop materials for general consumption
- Gain broad consensus
- Include everyone
- Take data
- Put your money in the right place
- STICK TO YOUR MANTRA,
“EMPLOYMENT 1ST!”



Practices That Have Worked

- ❑ Person-centered and directed services and supports
- ❑ Post secondary education
- ❑ National service
- ❑ Apprenticeships and internships
- ❑ Technology – electronic job development



SELN

With the help of the State Employment Leadership Network (SELN), states are able to work together toward the common goal of improving integrated and competitive employment options for people with disabilities.

Ohio joined SELN in July



Favorite Quotes from the Conference

- It's a “DIGNITY REVOLUTION!”
- “It's a smart business decision and a social responsibility!”
- “I want to be one of us, not one amongst us!”
- You have to promote “respectful language, not just disability awareness!”
- “It's not just a job, it's a movement!”

“A ship in harbor is safe, but that is not what ships are built for!”



We Aren't In Kansas Anymore!





Employment First - Wisconsin

- ❑ Researched high performing states to identify strategies to improve outcomes
- ❑ Implemented multiple strategies at the same time to move the system forward
- ❑ Tackled the “nay-sayers” head-on



Employment First - Wisconsin

Policy Changes

- ❑ State Department put out policy documents emphasizing preference for integrated employment at competitive wage
- ❑ Expectation that integrated employment will be promoted by case managers and service providers
- ❑ Expectation that there will be a significant increase in # of people deciding to seek integrated employment
- ❑ Expectation that maximizing community inclusion and enabling people to earn at least minimum wage will be priority focus
- ❑ Prevocational services redefined to focus on at least part-time integrated employment as expected and intended outcome
- ❑ Service expected to help people make reasonable and continued progress toward integrated employment



Employment First - Wisconsin

Funding Changes

- Did research to establish that supported employment does not cost the long-term care system more than sheltered and non-work options
- Taught case managers and providers how to evaluate cost-effectiveness based on cost per hour worked by the individual
- Assisted with standardization of hourly rates paid for job coaching
- Assisted with development of outcome-based reimbursement to incentivize fading of job coaches



Employment First - Utah

House Bill 240

(2011 General Assembly Unanimous Support)

- Requires the Department of Workforce Services, the Utah State Office of Rehabilitation, and the Division of Services for People with Disabilities to, when providing services to a person with a disability, give priority to providing services that assist the person in obtaining and retaining meaningful and gainful employment.





Employment First - Georgia

- ❑ 675 people in the program
- ❑ 77 people employed in individual jobs
- ❑ 97 Employment Specialists
- ❑ No office-- “virtual” company
- ❑ Philosophy is non-negotiable. Ask “what will it take to make it work”.
- ❑ Weekly staff sessions/quarterly training.
- ❑ Listen to businesses and what they need.

Employment First - Maine

“Employment is about relationships”



Jim Meehan, KFI



Employment First - California

“It’s not about employment, it’s about people’s lives.”

“This is not a technology issue, it’s a values issue”.

“It comes from within—courage, heart and knowledge
—it takes a team”.

Jeffrey Strully

We ARE in Kansas Now!





Employment First - Kansas

- “This landmark piece of legislation establishes that ‘...competitive and integrated employment of persons with disabilities in communities of Kansas shall be the first priority in the state...’ and creates an oversight commission for monitoring and accountability.”



Employment First -Kansas

- ❑ The bill was written to be concise and non-disputable
- ❑ Most importantly, at the heart of the grassroots movement, the team included self-advocates who were seen, heard, and known in the halls of the capital building



Integrated Employment: Cost Effectiveness & Fiscal Impact on States and on Workers with Disabilities

Rob Cimera, Kent State University

Comparing Supported Employment to workshops

- Cumulative costs: SE = \$18,000 workshop = \$46,000
- SE has more front-end costs, workshops have a level or slightly increasing cost over time
- Is SE a good investment for taxpayers?
 - Globally, yes, but not necessarily in all states



Making the Case About Cost

Findings:

- For every \$1.00 given up, the individual gains \$4.00
- Higher return on investment, according to data (not a judgment about whether or not individuals should work)



Making the Case About Cost

- Cost Structure in Washington
 - State contracts with counties for employment services - most counties contract with private providers
 - Counties vary in what they pay providers
 - Average: \$550.00 per month per person
 - 5 different Waivers are available
 - Medicaid Buy-In is available



Making the Case About Cost

How do we make SE more cost-efficient?

- Sheltered workshops do not improve outcomes for individuals who go into SE
 - Individuals who “train” in workshops actually earn less per week in integrated employment and have more costs than individuals who never are in a workshop

Natural supports decrease costs by over 50% and increase length of employment by over 80%



Making the Case About Cost

- The State and provider organizations must make it about wages
 - Organizations did that by transforming themselves from sheltered work to Supported Employment

Everyone earns minimum wage (\$9.02 as of 1/1/2012)

Technical assistance is provided to address benefits issues

Bank of America, Walgreens, Lowes, US Business Leadership Network





Businesses

Bank of America, Walgreens, US Business Leadership Network, Lowes

- “We need the right talent, people who have the right skills.”
- “Serving customers the best way we can.”
- “Our company still needs to accomplish what it needs to accomplish.”
- “We’re not employers, we are a business!”
- “Understand MY talent requirements”.



Businesses

- ❑ We need to accommodate the company's needs, not ask them how they can accommodate our clients' needs.
- ❑ Don't tell companies what your clients CAN'T do.
- ❑ Do your homework—Check out the website and know what's required of the job.
- ❑ Try to solve for the employer what they need to have solved — “Here's what we can do for your company, and here's what business goals that we can address.”

Never mention that you are a “Workshop Director” at this conference!





The Role of Small Business in Disability Employment

- It is terrific to have the support from corporations – Bank of America, Lowe’s, Walgreens – but can small businesses in your own back yard make a difference as well?
- Three small businesses from different areas talked about their unique experiences



The Role of Small Business

Dawning:

- Neill Christopher from Acadia Windows & Doors gave a job developer 15 minutes
- Mark Winkler from J.W. Winco in Wisconsin needed to hire and came across a letter he had been sent from a job developer



The Role of Small Business

- Lisa Kelley from Canard Catering in Southern Maryland, the mother of Dillon, is very familiar with community employment but had a bad experience with local job developers. She started her own integrated employment concept to help staff her catering business.



The Role of Small Business

They had:

- ❑ Needs – skills, positive attitudes, attendance
- ❑ Objections – safety
- ❑ Apprehension – how long will job coach stay?
- ❑ Humor - Thought of job coach as free labor



The Role of Small Business

Transformation:

- ❑ Employee and the job coach fit into the positive corporate culture
- ❑ Developed natural supports in coworkers
- ❑ Created an unexpected & strong cohesion
- ❑ Accommodations were of minimal expense
- ❑ Employee learned a new job so needed to hire someone to replace her



The Role of Small Business

Effects:

- ❑ Made them a better company
- ❑ Honored to be part of the individual's life
- ❑ Proud to be in a commercial for the agency



Business to Business is Best

- ❑ Testimonials of other respected business people
- ❑ Economic impact
- ❑ Understand company/corporate culture
- ❑ Market to industry associations
- ❑ Ask for plant tour
- ❑ Align your attributes with business needs



Business to Business is Best

- ❑ Act like any other labor pool
- ❑ Link up with Jobs Ohio website
- ❑ Companies hire Talent; & if the candidate has disabilities, that's great too
- ❑ Candidate must have the company's goal in mind
- ❑ Check out Business Leader Network





From Sheltered Employment to Integrated Employment: The Nuts and Bolts of How to Change Organizations

- “Blow up departments & develop service networks.”
- “If you don’t like change, you’re going to like irrelevance even less.”
- Understand what funders want or are interested in,”

Self Advocates “Get Rid of the Sheltered Workshops”



Michael Flanagan – Allen County



Griffin-Hammis Project



Joseph Green – Fairfield County



Griffin-Hammis Project

Kevin Webster – Cincinnati Area



Griffin-Hammis Project

How do you get parents to buy in?

- ❑ Never have a group parent meeting
- ❑ Work individually with parents
- ❑ Don't say "we're closing"





Organizational Partners

- Employer training is useless
- Be like them (chamber activities, service clubs, etc.)
- Become a partner with everyone you work with
- Make friends in the governors office
- “Collaborate, Collaborate, Collaborate”
- Turn organizational charts upside down
 - Person serviced
 - Direct service staff
 - Supervisors
 - Fiscal/Administrative
 - Executive Director
 - Board of Directors





ALL MEANS ALL

Michael Callahan, Marc Gold & Associates

If we really mean it...

- ❑ We must have access to all possible funding and blend it to benefit the individual.
- ❑ We must assist the individual to get access to assistive technology specific to job tasks.
- ❑ We must assist employers to address personal assistance for the employee.



ALL MEANS ALL

If we really mean it...

- We must embrace the value of an inclusive working lifestyle for *all* adults.
- We must truly accept that *all* people can work, even if we do not know how to do it.
- We must learn and implement the process to customize employment.



ALL MEANS ALL

If we really mean it...

- We must utilize non-comparative strategies like Discovery in lieu of assessment.
- We must implement a service process, with fidelity, that results in customization.
- We must be prepared to represent job seekers and negotiate with employers.



ALL MEANS ALL

If we really mean it...

- We must offer both job coaching and work-task personal assistance.
- We must consider the value of partial participation.
- We must welcome the participation of natural staff and our services must reflect each unique business culture.



ALL MEANS ALL

And finally, if we really mean it...

- We must work around complexities such as behavioral challenges, legal issues, and negative attitudes with solutions rather than exclusion.
- We must welcome and include families, friends, community members -- everyone we can enlist so we do not have to go it alone.



ALL MEANS ALL

Strategies used in Delaware

(Sandi Hanley & Rachel Knight, Community Integrated Services)

- ❑ Partial Participation: amount and types of support differ for each individual
- ❑ “Competitive/Comparative Trap”: completing applications, going to interviews is not the best way for individuals to obtain jobs
- ❑ Get out of the “Big Box” stores: small businesses allow direct access to the decision-makers. This is vital particularly for the most challenging individuals.



ALL MEANS ALL

Shifting Paradigm – Who’s the Boss?

- ❑ The jobseeker is not a social service “client” or “consumer”, but a client of our “headhunter” services
- ❑ The job seeker sought out our services to assist them in getting employed – the job seeker is the boss!
- ❑ Shifts view to one of competence and skill instead of dependence and disability



ALL MEANS ALL

- Embrace idea of Personal Assistants as more than just personal care assistance – the Assistants need to become an integral part of whole employment concept
 - In Wisconsin, a position of “Personal Assistant” was created for ongoing long-term partial assistance in employment, at a much lower pay rate than job coaches.
- The HR department is not the way into a business. HR’s job is to screen applicants out, not in.



A New Way of Doing Business: The Move Away from Sheltered Workshops

*Mary Beth Popchock, Lakeside Curative Services, Racine,
Wisconsin*

- Integrated employment is not the “right thing to do” - instead it is a bonafide right for all people. We need to have the courage to move ahead and not be complacent.



A New Way of Doing Business

We have gone from expectations like...

- We've been delivering this service forever... to... the wants of our stakeholders have changed and they rely on us to be relevant.
- Our staff would never go for it... to....we want to offer stimulating opportunities and interesting challenges to attract and retain the most talented support staff.



A New Way of Doing Business

Look at the core values and mission of your organization

- Chances are that they talk about helping people achieve independence and lead full lives etc., etc., etc.!
- If this is the case we need to go back to that mission and ask ourselves...where does it say that in order to meet this objective we offer segregated services as we've done for the last 20, 30 or more years...



A New Way of Doing Business

Sherry Becker, NIVC Services, Inc., Iowa

“Progress Involves Risk. You can’t steal second base and keep your foot on first.”

Frederick Wilcox



A New Way of Doing Business

Organizational Transformation...

Seven ‘not-so-easy’ Lessons Learned

1. Mediocre organizations are always at their best
2. Engaged leadership matters
3. Let your customers call the shots
4. Let your actions speak
5. Inspire personal responsibility
6. Success builds momentum
7. Inspire with stories



A New Way of Doing Business

*Bill Kiernan, Institute for Community Inclusion,
University of Massachusetts*

- Workshops originated through the efforts of great people and systems, doing the best that they could at that time. But the times have changed and it is not doing the best you can if you choose to stay with an obsolete concept.



A New Way of Doing Business

- Workshop-type work is gone, so there is greater impetus to change our business model. Vocational Rehabilitation agencies stopped purchasing workshop services years ago.
- There is a much higher overall cost to Social Security if people go into workshops. In this era, we need to acknowledge this and change it.



A New Way of Doing Business

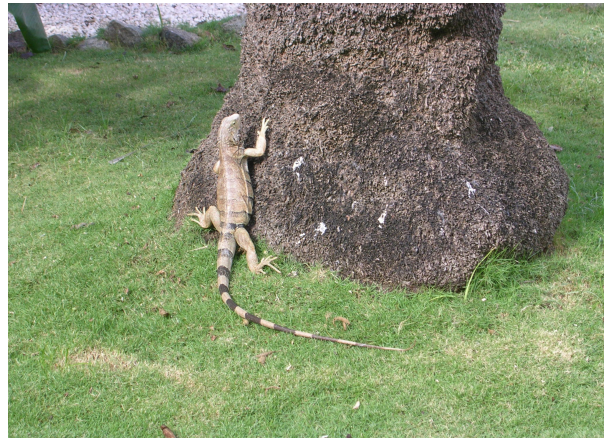
What about. . . ? (all the questions. . .)

- ❑ Only working 15-20 hours per week? What about the rest of the time?
- ❑ Why are we responsible for funding/coordinating people's lives, when the typical population chooses how they spend the rest of their hours?
- ❑ What other populations have large amounts of unstructured time and how do they handle it?
- ❑ There is no one answer for these questions – there are lots of ways to get there, it only matters that we address it for each individual if we are going to assist them to be successful

A New Way of Doing Business

“WHEN YOU’RE UP TO YOUR REAR END IN ALLIGATORS,
IT’S HARD TO REMEMBER THAT YOUR PURPOSE IS
DRAINING THE SWAMP.”

GEORGE NAPPER



Courtesy of Chris Filler - OCALI

“I got so darned busy, I forgot if I found the rope or lost the horse!”



Hand-Outs From Alliance For Full Participation Summit 2.0

<http://www.allianceforfullparticipation.org>
[summit-2011](#)





Your Presenters:

- ❑ Susan Dlouhy, OAAS Administrator
- ❑ Brenda Smith, Riverview Industries
- ❑ Annette Davis-Kramp, Medina County Board of DD
- ❑ Angie Herzog, Marimor Industries
- ❑ Anne Haning, Belco Works

