Make it WORK: Encouraging and Supporting Integrated Employment Outcomes with Community Day Services

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TransCen, Inc.
April 4, 2014
Today’s Agenda

• Braiding services to encouraging integrated employment
• Using “Community Day Services” to support employment outcomes & placement process
  – Discovery/Exploration
  – Strengthen Employability
  – Build community, augment PT work hours
• Customized Employment
• Managing community-based services
WORKLINK:

A New Day for Day Services
INTEGRATED, DIRECT HIRE EMPLOYMENT AT COMPETITIVE WAGE

Numerous challenges to finding integrated employment for people with more significant disabilities
DISABILITY SERVICE SYSTEM

Two very separate systems, neither of which are set up to support integrated employment outcomes for people with more significant disabilities
Vocational Rehabilitation

• Nationally, 31% (over 15,000) of VR applicants with I/DD who had their cases closed in 2011 were closed *prior to the creation of an IPE.*

• Nationally, 34% (nearly 17,000) of VR applicants with I/DD who had their cases closed in 2011 did get an IPE but had their *cases closed without getting a job.*

• So, 65% of the people with I/DD who apply to VR for help to find a community job *do not get one.*

*Institute for Community Inclusion, 2013*
Barriers to Integrated Employment for People in Day Programs

- Mandatory attendance 6 hrs/day, 5 days/wk.
- High client: staff ratios
- Designated program hours (M-F, 9 to 3)
- Day Services focus on “non-work” activities
- Little training regarding job development/coaching
- Attendance-based, not outcome-based. No incentives for participants to work or gain independence- in fact it is a financial disincentive
Yet, *Supported Employment* is Not Seen as a Viable Option

- Discouraged from applying for VR services or no service providers who can do a customized placement.
- Complex support needs makes it hard to manage the “unpredictability” of work.
- If work hours are limited, individual sits home the remainder of the week.
- People need wrap around support, life is more than just work - emotional health (& job performance) may suffer.
Programmatic Challenges with Supported Employment

- SE/IP rates are insufficient and outcome-based, requires that providers make quick placements
- Limited up front time- Can’t afford to do in-depth discovery, difficult to identify a person’s skills, interests & needs- blind placements, praying it’s right
- Unpredictability of work (very little control), difficult program to manage, budget and staff
- Can’t address barriers or skill deficits prior to placement, must be addressed on-the-job.
- Requires *customized employment* approach.
- Community instructors lacked confidence and training to approach/negotiate with business
Anna

- Graduated from Transition Program
- Placed in job at AMB, 3 hours a day
- Sat home with mom the rest of the time—no contact with friends
- Lost job because she would spend time socializing, not working
PEOPLE WITH MORE SIGNIFICANT DISABILITIES DON’T ALWAYS FIT IN A BOX.

Day Services

Supported Employment
HOW DO WE BRIDGE THE SERVICE GAP?

Get rid of the boxes by braiding Day & Work services.
WorkLink’s Services Today

• Mission: Our mission is to provide the necessary supports for an individual to be directly hired at a competitive wage in a job that matches his/her skills and interests.

• Philosophy: Dignity of work- work is an essential component of adult life. People need to feel useful.

• Program Design: No set program hours, no mandatory attendance- just a menu of hourly services
WorkLink’s 2013 Employment Outcomes

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Supported Employment</th>
<th>Hybrid Service (SE + Day Services)</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number Working</td>
<td>11</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Ave. Hours/mth</td>
<td>93 hours/mth</td>
<td>38 hours/mth</td>
<td>66 hours/mth</td>
</tr>
<tr>
<td>Range of Wages</td>
<td>$10.55-$21.83/hr</td>
<td>$10.55-$15/hr</td>
<td>$10.55-$21.83/hr</td>
</tr>
<tr>
<td>Average wage</td>
<td>$14.80/hr</td>
<td>$12.18/hr</td>
<td>$13.49/hr.</td>
</tr>
<tr>
<td>% of Successful Closure (transfer to Habilitation)</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td>% still working 3 yrs.</td>
<td>72%</td>
<td>63%</td>
<td>68%</td>
</tr>
<tr>
<td>% still working after 7 years</td>
<td>27%</td>
<td>55%</td>
<td>41%</td>
</tr>
<tr>
<td>Number of Placements in 2012-13</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>In Job Development</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
</tbody>
</table>
Hybrid Service Approach

• Program Goals: 1) **Maximize Independence**, 2) **Build skills**, 3) **Direct Hire Employment**
• Hourly rates for “day services” (max. 30 hrs/wk)
• Braided funding, DDS/Day Services and VR/SE services on the same day
• Use Day Services to explore employment options and build skills- and address needs beyond work
• Bring in VR/SE services when goal is determined and a specific plan has been developed
Our Integrated Work Services

• **100% Community-based**
  – 3:1 Day Services (DDS) combined with 1:1 Supported Employment/IP (VR) services

• **Focused on WORK. Uses volunteer sites for job exploration and training**
  – 70% of the time is spent at volunteer work sites
  – Project SEARCH/Kaiser Permanente internship program
Purposeful Day Services

• Goal-oriented
• Person-centered discovery (verifying interests & skills)
• Strengthen employability skills (motivation, work ethic, hard & soft skills)
• Build community & address non-work needs (connect people to friends and neighborhood, and augmenting part-time work hours)
• Tailored to an individual’s needs (flexible & responsive to change)
## Braided Services & Funding

<table>
<thead>
<tr>
<th>DDS Community Day Services</th>
<th>VR/Supported Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>3:1 ratio/$11.38/hr</td>
<td>1:1 Job Coaching $30.82</td>
</tr>
<tr>
<td>Capped at 30 hrs/week</td>
<td>Individual Placement/</td>
</tr>
<tr>
<td>ISP written annually</td>
<td>SE Milestones</td>
</tr>
<tr>
<td>No designated program hours</td>
<td>(Intake/Placement/Retention)</td>
</tr>
<tr>
<td>Discovery &amp; skill building</td>
<td>Pre-placement services</td>
</tr>
<tr>
<td>Non-work needs</td>
<td>– PVSA $40/hr.</td>
</tr>
<tr>
<td>– love/happiness, health, home, community- all domains</td>
<td>– Training</td>
</tr>
</tbody>
</table>

**DDS-Habilitation Services**
- Long term job support
- 1:1 coaching for 20-30% of work hours
- $30.82/hour

**VR/Supported Employment**
- Subtract VR support hrs. from DDS 30 hr. limit
SERVICES ARE BUILT TO ORDER

Flexible services, based on customer needs.
No schedules look the same.
Anna’s Life Today

• Employed at GAP 9 hrs a week. Earns $10.88/hr. plus stock options
• Learning to cook at *Project Open Hand*
• Swimming & Zumba @ 24 Hour Fitness
• Volunteers for *Food Bank*
• Independently travels on bus/Metro throughout SF
LIFE CHANGES, NEEDS CHANGE

Services must be flexible
Braided Services Can be Easily Adjusted

• Shifts in employment status/schedules
  – New job/changing schedules
  – Job loss
  – Seasonal fluctuations

• Personal situations

• Discovery & skill evaluation

• Skill building (Kaiser Permanente/Project SEARCH, Volunteer at non-profits)
Encourages Independence

• People gain work skills, responsibilities increase
• People gain confidence and independence in community settings
• Program services fade as natural supports are developed
• Less day program hours needed
Increased Independence, Decreased Service Hours

Jennifer/Office Assistant/Prologis

In the last 8 years,

• Work hours increased 47% (15 hrs/wk to 32 hrs)
• Day services decreased 48% (16.5hrs/wk to 8 hr)
• She has learned to “plan outings” w/ friends
• Moved into her own apartment and has a boyfriend- and can make a mean spinach lasagna
Benefits of the Hybrid Approach

Individuals

- Tailors support for those with more significant disabilities-day services augment “work”
- Makes Supported Employment more manageable and viable
- Improves person-centered planning & discovery
- Fosters independence- decrease in hours of service needed -serve additional people.
- Maximizes use of limited resources (used for those who need them most).
Benefits of the Hybrid Approach

Agencies

• Able to be more responsive to customer needs (participants and employers)
• Makes employment more manageable and less risky
  – IW/discovery and training leads to faster, better placements
  – Levels the service hours
  – Can more easily support changing work schedules
• Staff develop a specialty
• Strengthens partnerships
• Lowers staff turnover- “Best job I’ve ever had”
Challenges

• More complicated billing/accounting/tracking
• Scheduling (a fine tuned ballet)
• It’s a constant flux
• Have to be very accountable – individuals and funders
• Participants start to get demanding- all activities have to be engaging and meaningful
• Communication is essential- all parties
• Yes- it is more work- but it is worth the effort!
USING “COMMUNITY DAY SERVICES” TO SUPPORT INTEGRATED EMPLOYMENT OUTCOMES

Raising the bar and putting people on the road to work.
<table>
<thead>
<tr>
<th>Help Wanted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company looking for individual with developmental disabilities, autism and history of aggressive behaviors. Extensive history of hospitalization preferred. Drug problems, poor social skills and delusional behaviors OK. Supportive co-workers and movie day on Fridays. Call for an application.</td>
</tr>
</tbody>
</table>
Service Providers must re-frame how we see job seekers and how we approach and partner with businesses.

Presume Employment.

Time to Raise the Bar
Employment is a different animal

- **Hiring** is a business decision, not a social issue or charitable cause
- A mutually beneficial relationship, about adding value
- The right to work is earned
- Job seekers must demonstrate desired competencies and skills
- There is a job out there for everybody who wants one
A Skills NOT Deficits Approach

• You gotta believe!
• Reframes our perceptions of people with disabilities
• Focuses on what a person can do, not what they can’t
• Shifts emphasis to adding value, not what needs to be fixed
• Makes it possible to see the individual as a “worker”
• Targets employment settings where the job seeker’s unique characteristics and skills will be assets - where they will SPARKLE

• Where they will
Reframing: KIP

What his file said:
• Institutionalized for 15 years
• Non-verbal
• Aggressive behavior
• Autistic behaviors
• Hyperactive- can’t focus
• No functional academic skills

What we said:
• Gets his message across- chatters and smiles when happy
• Physical guy
• Hard worker, good coordination, likes to move
• Able to “Sort” and “match”
• Loves the outdoors
Kip’s VENN Diagram

Used to target potential employment settings

Outdoors

Macho environment

Loves to move, Physical job
What did We Learn from Kip and the Sausage Factory?

- There is a job for everyone who wants one.
- You can’t sell what a person can’t do.
- Looking at the job seeker’s skills and interests will lead you down the right path. (Look for “rays of light”- and employers who will value these)
- A solid understanding of an employer’s needs and long-term, established relationships are critical.
- Employers hire motivated people who are excited about their business- and can help solve a problem.
Customized Employment Process

1. Person Centered Discovery Process
2. Group Brainstorm
3. Exploration and Field Research
4. Informational Interviews
5. Network for Contacts
6. Target Employers
7. Evaluate Needs & Fit
8. Present Solutions (negotiate)
9. Job Placement
Reframing Exercise

Skills vs. Deficits
Not aberrant or broken
Need to see “Disability” as “Human Variance”
Using *Day Services* to Support Employment & Placement Process

- Discovery and Exploration (identify job options)
- Verify interests, abilities and skills
- Provide exposure to a variety of job tasks and possible work settings
- Build skills (hard and soft)
  - Focus on employability issues (communication, initiative, hygiene, travel, work ethic,.....)
- Augment PT work schedules- support “Life”
  - address non-work needs & interests, keep connected with community and friends
DISCOVERY PROCESS

Building a Profile to Target Employment Options
The problem with the typical assessment process
Exposure
Precedes
Interest
Build a Positive, Person-centered Profile

• Treat it as a “living” document
  – Revise as new information is found or annually
• Keep it short and simple
• Use it to develop work-related goals and support plans, and to target employment options
• Get input directly from the individuals and those who know them best
• Works for all job seekers– a very empowering process – helps them to imagine the possibilities
Person-Centered Discovery
Positive Personal Profile

• Dreams and goals
• Interests
• Talents/skills and knowledge
• Values
• Environmental preferences
• Life and work experiences

• Learning styles
• Positive personality traits
• Dislikes
• Support system
• Specific challenges
• Creative solutions (accommodations)
Limited exposure? Not enough information to complete a profile? Trouble verifying skills? Big barriers to getting a job?

Day Services can be used to address these issues.
Exposure, Verifying Interests

“I want to work with kids and babies.”

• Set up Volunteer experience at Stonestown YMCA childcare- supported by community Instructor who also supported people working out.

• Didn’t like the crying and diaper part.
Physical Stamina & Independence

Enrolled in Project SEARCH (4 hour work rotation- M to F)

Difficulty concentrating after 2-3 hours, productivity and accuracy diminished greatly

Accepted a 5 hours/4 days a week shift = performance issues. Had to scale position down.

“I want to work 20 hours a week.”
Punctuality & Attendance & Attitude

• Not showing up for meetings or program - always late.
• Used day services to assess “time management skills”
• Completing tasks and taking direction from women supervisors problematic. Taught him teamwork “gotta get the job done”.
• Successfully placed and only receives job coaching services
Taking the Next Step

• Primary goals are employment and independence – keep moving toward this
• Once discovery process is complete and voc. goal identified – it is time to take the next step
• Braid in DOR 1:1 “employment services”
• Not everything needs to be “fixed” before employment- use *Customized Employment* methods for those who need them
• Strategic, team approach to job development
  – Within your agency or work collaboratively with a placement provider
During the placement process

- Use day service hours to develop skills while Employment Services work on placement
- Keeps individual engaged (so stamina & skills are not lost)
- Community Instructors provide information to guide placement team (make better placements)
STRENGTHEN EMPLOYABILITY

Work Ethic, Hard and Soft Skills
Employability: the Keys to Job Success

• Motivation
  Exposure = interest = motivation

• Hard Skills
  Not a deal breaker. Employers expect to train.

• Soft Skills (the deal breaker)
  “85% of employers surveyed said “soft skills”, not technical skills, are the critical factor in job success.”

Stanford Research Institute
Why do people go to work?

What motivates you?
Why do we work?

• Money/status
• Make friends
• Learn something new
• Want to be helpful or productive
• “I like doing this- I’m good at it.”

OR

• Get out of the house--“I’m bored”
• “Mom and Dad said I have to work”
Use Community Resources and Volunteer Work to Teach Skills

- Real world settings, real tools, real work
  - Program is 100% community-based
  - 70% time is spent at volunteer work sites
- Be strategic. Develop a variety of sites that get at a wide variety of hard and soft skills
- Focus on building stamina, endurance and work ethic
  - Exposure = Interest = Motivation
- Numerous opportunities to practice soft skills
  - Communication & manners
  - Problem solving
  - Initiative & time management
Work Ethic, Motivation and Initiative

• Move from (learned) “Helpless” to “Helper”
• Reward good work behavior (punctuality, problem solving, taking responsibility and showing initiative)
• Teach initiative “I’m done- what’s next?”
• Teach money concept/usage & budgeting
• Incentivize “employment” (trips with Earned cash, celebrate new jobs & anniversaries)
White Board (To do list)
Independence and Responsibility at program and at home

• Teaches responsibility
• Improves behavior
• Time management
• Sequencing
• Learn how to use a list
  Fabulous Job Aid for the Future
• Can go high tech
• Innately rewarding
“Sandbox” Skills

• Manners
  – Team work - “Can I help you with that?”
  – Sharing & caring about others - “How are you?”

• Attitude/work ethic
  – Reliability/responsibility- “Gotta get the job done”
  – Initiative – “I’m done. What’s next?”

• Communication skills
  – Teach smiling/high five/fist bump
  – Voice volume, eye contact, subject matter
  – Age appropriate, professional behavior
  – NO HUGGING
Increasing Independence and Self-Confidence

- Consistent, structured schedules
  - Predictable, opportunities to learn, not field trips
- Error-free learning, positive instructional strategies
- Punctuality and time management
  - Schedules, watches, calendars & checklists
- Build-in Choice and self-determination
- Give people opportunities to be leaders/mentors
- Teach Problem Solving
Problem Solving Skills

- “Learners” vs. “Masters” (Don’t overwhelm)
- Build-in “problems” to activities
  - Setting up task, “hmm, how do we do this?”
  - Running out of materials
- Let them fail (“Oh no! Now what?”)
- *Let’s get Lost*
- Generalizing skills to new environments or equipment
Group Exercise:
Use a PPP to develop individualized, community-based plans

Review the PPP & brainstorm with your group:

• What information is missing/incomplete? Where can you go, what can you do, to fill in the holes?

• What are the person’s interests? What kinds of jobs or environments match? What could you explore with this person?

• What are the person’s challenges? What could you do to build work skills or eliminate possible “blockades”? Where would you go in the community to teach these?
BUILDING COMMUNITY
Connecting people to friends and society
“All work and no play makes Jack a dull boy.”

Stanley Kubrick, the Shining
Building Community (making friends)

• Person-centered vs. program-centered schedules
• Continuity and consistency (not field trips)
• Use individual’s personal interests & network
  – Hobbies, church, gym classes, volunteering
• Teach people to “reach out” and “hang out”
  – How to be a good friend
  – Cell phones, facebook, Superbowl parties
  – Cooking group at apartment- host friends
  – Organizing a “scheduled date”
  – Peer mentoring & support
Life Changes, Needs Change

Use Day Services to fill gaps, address non-work needs & support work.
Braided Services Can be Easily Adjusted

- Shifts in employment status/schedules
  - New job/changing schedules
  - Job loss
  - Seasonal fluctuations
- Personal situations
- Discovery & skill evaluation
- Strengthen skills (Kaiser Permanente/Project SEARCH, Volunteer at non-profits)
“Love and work, work and love that is all there is. These are the cornerstones of our humanity”

-Sigmund Freud
USING DAY SERVICES TO SUPPORT THE PLACEMENT PROCESS

Using Discovery information to jumpstart Customized Employment
Successful employment is a mutually beneficial relationship. It’s a two-way street.

Service Providers must re-frame how we approach and partner with businesses.
Customized Employment: An Effective Way to Develop Jobs

- Skills-based, person-centered approach
- Focused on adding value to business
- A strategy for creating opportunities- *not a program!*
- Results in integrated jobs, direct hire by employers, competitive wages
- Effective for people with more significant disabilities
Customized Employment Process

Person Centered Discovery Process → Group Brainstorm → Exploration and Field Research → Target Employers → Network for Contacts → Present Solutions (negotiate) → Evaluate Needs & Fit → Informational Interviews → Evaluation Needs & Fit → Person Centered Discovery Process
The Customized Employment Approach

Job Candidate
- Strengths
- Skills
- Preferences
- Interests
- Personality

Employer
- Business Needs
- Bottom line
- Culture
What do Employers Want?

• Motivated employees who are passionate about their business and want to work
• Employees who add value to their workforce
  – Help increase revenues
  – Help decrease costs
• Polite and courteous employees
• Employees who fit the workplace culture
Using Day Services to Build a Path to Employment

- Discovering what interest and motivates a job seeker
- Strengthening skills and building a resume
- Addressing “blockades” to employment
  - (Remember with CE, everyone is job ready)
- Determining where a job seeker can add value
  - Where will the individual’s unique characteristics be an asset?
Targeting Employment Settings

- Interest
- Environment or Personal Trait
- Skills
Group Exercise:
Use a PPP to set employment objectives and target possible employment settings

Use the PPP and Venn diagrams to brainstorm with your group:

• What kinds of job tasks might you start exploring? What kind of environment might be a good fit?

• What is the center of the bull’s eye? What specific business/employers can you target?
CUSTOMIZED EMPLOYMENT

Connecting with Business and Creating Opportunities
What Employers Say:
Macworld Magazine

“Don’t approach employers with a charitable appeal. In the end what we need are people who can do the job.”

--Shelly Ginenthal
Former VP of Human Resources
Customized Employment Process

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8. Present Solutions (negotiate)
9. Job Placement
Employment Services Focus Outreach and Building Long-term Relationships

- Informational Interviews, get in the door and *Look and Listen*
- Develop a solid understanding of processes, essential skills and workplace culture
- Connect & build trust
- Determine if it is a good fit and if there is a way to solve problems or add value
Find Ways to Improve Processes and “Workflow” and Eliminate “Waste”

- What is the product (or service)?
- Are there ways to make “product” faster? Or provide better service?
- Are there ways to make product more cost effectively?
- Are there ways to increase the number of customers served or improve customer service?
Look for Waste

- Wasted time, talent or resources
- Customer /employee complaints
- Managers or core staff pulled away from primary tasks ("treat them like a surgeon")
- Log jams/backlogs/long lead times
- Unassigned, but critical tasks
- Burn-out or high staff turnover
- Workload fluctuations
This is a perfect fit!

Time to talk “jobs”

- Present your solutions & the candidate (negotiate)
- If it does “fit like a glove”, your job seeker will connect with the employer- and place him/herself
- Focus on how the candidate’s skill set can benefit the Employer
- Develop a Potential Task List to a dialogue
## CE Slam Dunk: ROY (aka the tornado)

<table>
<thead>
<tr>
<th>What the file said:</th>
<th>What we said:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bombed out of 3 programs/5 jobs</td>
<td>• Physically active guy</td>
</tr>
<tr>
<td>• AD/Hyperactive</td>
<td>• Very, very outgoing</td>
</tr>
<tr>
<td>• Moderate/severe ID/DD</td>
<td>• Has to move</td>
</tr>
<tr>
<td>• Can’t sit still, can’t focus</td>
<td>• Hates getting up in the mornings</td>
</tr>
<tr>
<td>• Anger management issues, behavior problems</td>
<td>• Loves variety</td>
</tr>
<tr>
<td>• Limited academic skills</td>
<td>• Can match numbers and use site words</td>
</tr>
<tr>
<td>• Low motivation</td>
<td>• Opinioned, passionate</td>
</tr>
<tr>
<td>• Stubborn</td>
<td>• Gearhead-loves expensive cars</td>
</tr>
</tbody>
</table>
Roy’s VENN Diagram

Used to target potential employment settings

- Good with his Hands
- Fast Paced, Lots of Variety
- Loves Expensive Cars
EMPLOYEE OF THE YEAR
DIVISADERO CAR WASH
Rob: 1 year/3 jobs

What his file said:
- Autism
- Impulsive and inflexible
- Inappropriate behaviors, very poor social skills
- Worked in shipping and stocking positions,
- Basic math & reading skills

What we found:
- Good clerical/computer skills
- Loves physical jobs, hates cleaning
- Likes structured, consistent tasks
- Hates to be interrupted
- Brutally honest
- Loves to SCIENCE and finding out how things work.
Tasklist for Exploratorium

Museum Store

- On-line order fulfillment
  - Downloading on-line orders
  - Packing and shipping orders
  - Processing credit card payments

- Processing incoming merchandise

- Inventorying and organizing backstock area

- Setting up/restocking retail store

- Inventorying and managing shipping supplies (i.e. boxes, flats)

- Data entry (updating mailing lists, vendor information)

Filing

- Vendor contracts
- Accounts Paid
- Packing slips
- Price lists/catalogs

- Collating literature and merchandise for events and sales
Robert at the Exploratorium
“No openings” to “When can he start?”

• Rob had skills and attributes the employer valued
• He had a passionate interest in the business
  • “He’s one of us”
  • Minimizes disability
• Job developer identified needs and presented solutions for employer’s problem
• Job developer helped the employer to understand how to utilize Rob’s skills and accommodate his disabilities
Lessons Learned

• People with significant disabilities can work and employers are open to hiring
• Stop selling disability- Must approach employers as a business service, not social service
• Must understand how a business works, what they value and the challenges they face
• Must use business management principles to assess work processes
• Customizing jobs is about identifying issues and offering solutions
HYBRID, COMMUNITY DAY SERVICES
Managing the Circus
Community based is the way to go!

• Real world experience
  – Not simulated settings, hard to stay current, cheaper
  – Connects people to the world & their neighborhood

• Central locale is critical with meeting sites throughout the service catchment area

• Heterogenous groupings, balance enrollment to make it manageable (1/3, 1/3 & 1/3)

• Create a “toolbox” or “menu” of services

• Small offices foster collaboration & communication between teams and focus services on the community 😊
Community Day Services

• 100% Community-based is optimal
• Individualized does not mean 1:1 services
  – WL Braids 3:1 Day Services (RC) with 1:1 Supported Employment/IP (DOR) services
• Schedules build around each person’s interests
• Primary focus is exploration and work training
  – Volunteer sites 75% of hours
  – Project SEARCH internship program
  – Other goals: Increase independence and community engagement
• Outcome oriented (maximize independence)
Start Small

• Pilot with a group of 5 to 15 people, add individuals slowly and staff at a 3:1/4:1 ratio
• PPP’s generate ideas of where to start
• Group individuals with similar interests
• Post-its and white boards are essential tools
• Start with most independent- get them rolling
• Stagger in those with more significant support needs (use job coaches to travel train)
Services and Support Plans

• Services and support is based on the level of need & the PPP
• Schedules are person-centered and individualized
• Individualized does not mean 1:1, pair the individual with people who have similar interests or goals
• Community Instructor is then assigned to the activity (not a single group of people all week)
• Look at 4 domains (home, community, work and love/happiness), Personal objectives are based on increasing participation and/or independence
Weekly Schedules

• Program Manager is responsible for developing
• Staff/Individual Schedules are given out on Fridays
• Remain consistent, highlight any changes
• Get Feedback from Community Instructors
  – Bus routes, timing, groupings, volunteer sites
  – Goals & progress
  – Weekly staff meeting
• Posted in the office
• Used to document attendance
Anna’s Weekly Schedule: Sept 16th – Sept 20th 2013

**MONDAY**
- 8:30 Travel to 24 Hour Fitness
- 9:00-11:30 Zumba at 9:30-10:30 (hair washing/showering/grooming skills)
- 11:30-12:30 Lunch with friends (healthy choices, money, communication skills)

**DDS Services = 3 hours x $11.38/hr = $34.14**

**TUESDAY**
- 9:00-11:30 Work at the GAP
- 11:30-12:00 Lunch at the Westfield, find Jeff
- 12:00-1:00 Travel to SF Foodbank
- 1:00-3:00 SF Foodbank with Jeff & friends

**DDS Services = 3 hours x $11.38/hr = $34.14**  
**VR/HAB Services = 1.5 hours x $30.82 = $46.23**

**WEDNESDAY**
- 8:30 Travel to 24 Hour Fitness
- 9:00-11:30 Workout and swimming at 24 Hour Fitness with Allison & friends
  - GOALS: Use bicycle and treadmill for 20 minutes each/Swim 8 laps
  - Showering/grooming, check weight/up-date graph
- 11:30-12:00 Lunch with friends (healthy choices, money, communication skills)
- 1:30-3:30 Work at the GAP

**DDS Services = 3 hours x $11.38/hr = $34.14**  
**VR Services = 1 hour x $30.82 = $30.82**

**THURSDAY**
- 9:00 Meet Jefferson at Project Open Hand
- 9:00-11:30 Project Open Hand/ Lunch at POH (eat healthy things, not too much)
- 11:30-12:00 Go Home on BART

**DDS Services = 3 hours x $11.38/hr = $34.14**

**FRIDAY**
- 9:00-11:30 Work at the GAP
- 11:30-12:00 Eat Lunch – go to WorkLink
- 12:00-1:00 Carolyn picks you up at the Office/ Travel to Save the Redwoods
- 1:00-3:00 Save the Redwoods

**DDS Services = 3 hours x $11.38/hr = $34.14**  
**VR/HAB Services = 1.5 hours x $30.82 = $46.23**

Revenue Generated per week by service hours = $293.98
## WorkLink Staff Schedule Sept 16th – Sept 20th 2013

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<tr>
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<th>Allison</th>
<th>Scott</th>
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<tr>
<td><strong>MONDAY</strong></td>
<td>AM Allie Anna Carolyn Karla Raymond Simon</td>
<td>9:00 Pick up Nick at Church and Market</td>
<td>AM Artel Danny Garth Lepa Manzano Nick</td>
<td>AM Enrique Jason Jeff Julio Stephen Walter</td>
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<td>PM Garth Karla Raymond Simon</td>
<td>10:00-11:00 Niketown</td>
<td>PM Allie Artel Carolyn Danny Delmy</td>
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<td>9:00 Meet Group 24 Hour Fitness</td>
<td>11:00-12:30 Office Hours</td>
<td>Enrique Julio Manzano Marcel Nick</td>
<td>Enrique Stephen Walter</td>
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<td>9:00-11:30 24 Hour Fitness</td>
<td>12:30-1:30 Pick up Nick</td>
<td>Stephen Walter</td>
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<td>11:30-1:00 Travel to Westfield/ Eat Lunch/ Travel to Bernal Heights</td>
<td>2:00-5:00 Office hours</td>
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<td>1:00-3:00 Bernal Heights Neighborhood Center</td>
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<td>3:00-5:00 Office Hours</td>
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<td>AM Artel Danny Karla Stephen Tim</td>
<td>9:00-11:00 Office Hours</td>
<td>AM Carolyn Danny Jason Jeff Julio Stephen</td>
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<td>PM Allie Anna Jason Julio , Simon</td>
<td>11:00-2:30 Project Open Hand</td>
<td>PM Alvins, Raymond, Carolyn Walter</td>
<td>PM Delmy Enrique Garth Manzano Marcel</td>
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<td>8:30 Meet Walter at Colma BART</td>
<td>2:30-4:00 Office Hours</td>
<td>9:00 Meet Group at Starbucks on Bush &amp; Van Ness</td>
<td>9:00-10:30 Stonestown YMCA</td>
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<td>9:30-11:30 Family House</td>
<td>4:00-5:00 Staff Meeting</td>
<td>9:30-11:00 Tendirloin Community Garden</td>
<td>11:30-1:00 Travel to Westfield food Court/Lunch</td>
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<td>12:00-1:00 Eat Lunch/Westfield Mall</td>
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<td>11:00-1:00 Travel downtown, Eat Lunch at Yerba Buena Gardens</td>
<td>1:00-3:00 Let’s Get Lost</td>
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<td>1:00-3:00 Food Bank</td>
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<td>Travel to Sierra Club</td>
<td>4:00-5:00 Staff Meeting</td>
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<td>4:00-5:00 Staff Meeting</td>
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<td>1:00-3:00 Seirra Club</td>
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<td>3:00-4:00 Travel with Walter to Colma BART</td>
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Accounting/Budgeting

• For every service, we are able to tick a box
• Budget is develop based on costs- project number of service hours needed to generate funds
• SE hours hard to predict- lots of x-factors
• 5 dedicated IW staff positions, 2 SE positions
  – Serve 26 people in IW, and 13 SE/VR only
  – Ave. of 88hrs/mth/person for Com. Day Services
  – Earnings ave. $23k/DDS and $10K/VR per month
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Keeping People Moving Forward

Scatter plot for WorkLink

Level of Community Engagement & Independence

Employment
Without braided day services, Simon wouldn’t be a clerk at a law firm.

- Started in volunteer jobs learning hard & soft skills
- Polished skills in professional setting (Project SEARCH KP)
- Now employed as a clerk at PSA, 18 hrs a week, $16/hr.
- Day Services continue 15 hours/wk: Koret House (cleaning), Let’s Get Lost (problem solving), POH (initiation & communication)
Lessons Learned

• Must commit to *Employment First* and Integrated Employment for EVERYONE

• Day services can *encourage, support* and *augment* employment

• The question is not *Whether* a person can work, but *Where*.

• A *Customized Employment* placement and an individualized, person-centered service approach are essential
Regional Center: Employment First
Getting from Policy to Practice

• Data collection/Baseline employment
  – Employment Data Sheet added to annual ISP to focus conversation on work- collect data on outcomes
• Employment First training for case managers
• AimHIRE, an employment facilitation service (utilizes “Misc.-Individual & family training” waiver) works with individuals, case managers & service providers
• Employment Summits
  – Employment First- the train is leaving the station
  – Expectations: all ISP’s will have (integrated) employment goals & objectives- 5 year timeline.
  – What does your organization need to get there? Provider trainings in areas identified by the group- and establishing peer-to-peer mentoring relationships
Lessons Learned in CA

• Day services can be used in meaningful ways to jumpstart employment
• Establishing a “bulkhead”, Demo Projects give traction
  – start with the willing, (the pioneers), then create local workgroups, the rest will follow
  – Piloting with the willing allows you to create effective strategies & work through problems together
  – Examples of success make it easier to get the ball rolling
• Case managers are the front line- training is critical
• Wave a big stick
  – Employment Summits
  – Create a timeline/expectations for providers- collect data
• Look to other states- not re-inventing the wheel– but know the wheel doesn’t always fit.
Lessons Learned (cont.)

• *Community Day Services* must include “employment” objectives
  – volunteer/work-based experience
  – Strategic, outcome-based service plans, that have a work focus

• *Unit of Service* is one hour
  – Facilitates braiding/blending of services
  – Services will be more accountable and goal-oriented

• Must streamline accreditation/certification processes so providers can easily offer an array of services

• Work creatively with existing DDS/VR program structures & policies

• Change is a good thing
For More Information:

Sara Murphy
415.979.9520
smurphy@transcen.org