ON THE WAY...
BUT NOT THERE YET:

MOVEMENT, POWER, PRACTICE, AND PRIDE IN SUPPORTED EMPLOYMENT

WALLY TABLIT
VICE PRESIDENT OF MISSION SERVICES – ATWORK! WASHINGTON STATE

THE BOGGS CENTER ON DEVELOPMENTAL DISABILITIES LECTURE SERIES AT RUTGERS UNIVERSITY
MAY 2019
• Who I am
• Who’s in the room?
• Why I’m here
  • Movement, Power, Practice, Pride
MOVEMENT AND POWER

SECTION 1
THE TREADMILL...

• What gets us started?
• How do we know how far we’ve gone?
• What defines “success” and when we can/should stop?
THE POWERFUL WHY(S) OF OUR MOVEMENT

• WORKING AGE ADULT POLICY
  • 2012 Legislature Passing: Employment First

• CMS “SETTINGS RULE”
  • Sets the expectation that, by the year 2022, all services and supports will be provided to people with I/DD in fully integrated settings.

• 2014 WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)
  • Promotes COMPETITIVE, INTEGRATED employment for all people with disabilities.
  • Limits the use of sub-minimum wage for youth 24 or younger.
  • Emphasizes transition from school to post-secondary education and competitive integrated employment.
WORKING AGE ADULT POLICY

• 2004 – WA STATE issued the WAAP – a first in the nation. This policy states:
  • “Pathways to Employment: Each individual will be supported to pursue his or her own unique path to work, a career, or his or her contribution to participation in community life. All individuals, regardless of the challenge of their disability, will be afforded an opportunity to pursue competitive employment.”

• 2012 – expansion of the WAAP
  • WA STATE Legislature passed legislation to support employment as the first choice of services for adults of a working age (21-62)

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EMPLOYMENT FIRST IN THE NATION

• There are now 46 states with some type of effort focused on Employment First!

• At least 19 of these states have an official state policy, stating that employment in the community is the first and preferred service option for people with disabilities.
WHERE WE ARE NOW

SECTION 2
HOW MANY PEOPLE ARE EMPLOYED?

- ACS No Disability 2016: 73.60% (Nation), 74.80% (Washington)
- ACS Cognitive Disability 2016: 24.80% (Nation), 29.10% (Washington)
- National Core Indicators 2015-16: 20.00% (Nation), 41.00% (Washington)
- IDD Agency Survey 2016: 87.00% (Washington)

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HOW MANY PEOPLE ARE EMPLOYED?

Source: ICI National Survey of State IDD Agencies
HOW MANY PEOPLE ARE EMPLOYED?

Source: ICI National Survey of State IDD Agencies
ACROSS ALL LEVELS OF SUPPORT NEED...

Source: www.statedata.info/Washington-ddd/
WA STATE DDA

• People making minimum wage or higher in 2006: 2,059

• People making minimum wage or higher in 2016: 6,804

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WA STATE DDA

- People with high acuity placed in jobs in 2006: 320
- People with high acuity placed in jobs in 2016: 1,210
SELF SUFFICIENCY: NATION

- Mean Hours and Wages per week
- Source: National Core Indicators Project 2016-17

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### SELF SUFFICIENCY: WASHINGTON

- **Mean Hours and Wages per week**

- **Source:** National Core Indicators Project 2015-16

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MOVES MADE TO GET THERE

• Gather
• Collaborate
• Declare
• Technical Assistance and Training
• Expand our Approach
GATHER

- ALDERBROOK 2006 and 2007
  - Birthed the C3 and C4 Projects
- COMMUNITY SUMMIT
- NATIONAL APSE AND APSE TALKS
- PACIFIC NORTHWEST EMPLOYMENT FORUM (PNWEF)
- OTC
- EMPLOYMENT FIRST FORUMS (2017, 2018)
ALDERBROOK 2006

• IN RESPONSE TO THE POLICY, A GATHERING OF STAKEHOLDERS CONVENED AT THE ALDERBROOK RESORT
  • 150 attendees from all levels of service and from all over the state converged for 3 days of discussion, and yes – commiseration.
  • Paid IN FULL by state and county.
  • 2006 was to address the great deal of concern over the difficulty (impossibility?) of implementing the policy.

• THE INITIAL GATHERING ALSO BECAME KNOWN AS...
• INTENTIONALLY CRAFTED TO BE VERY DIFFERENT FROM 2006
  • ALL 150 from the prior year attended again.
  • Facilitated discussions were conducted around these and other topics:
    • Creative partnerships
    • Working with schools for transition
    • Jobs for people with high support needs
    • Alternative and creative funding strategies
    • Working with families and residential agencies
    • Organizational change and improvement

• DISCUSSIONS WERE DESIGNED TO BE POSITIVE AND PROACTIVE WITH A FOCUS ON SOLUTIONS
  • As one participant aptly stated: “The discussion about IF we are going to do this is over. The discussion is all about HOW we are going to do this.”
COMMUNITY SUMMIT

• ORIGINALLY THE STATEWIDE EMPLOYMENT CONFERENCE
  • Ran for 30 years.
  • Funded by state, county, VR, and other partners.
  • Focused shift in 2010 to encompass ALL aspects of a person's experience.

• OVER 700 ATTENDEES ANNUALLY
  • Counties pay stipends for people with disabilities and family members to attend.
NATIONAL APSE AND APSE TALKS

• WA STATE ACKNOWLEDGED THE NEED FOR NATIONAL INVOLVEMENT
  • WA started the conversation in 2009, and became a chapter in 2011.
  • Many providers and individuals soon became members.

• APSE TALKS
  • Small and intimate conversations and training events held throughout WA State.
  • No more than 30 people, and no more than 2 hours long.
  • OTC usually follows an APSE TALK
  • Topics have included Networking, Innovative Job Development, Resiliency, and Think Take approaches to scenarios.

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A JOINT VENTURE BETWEEN OREGON APSE AND WA APSE

- Began in 2013
- With the shift of the Community Summit, wanted to focus on Supported Employment
- Intent was to gather and invest in all “boots on the ground” staff and partners
- Sites shift between each state every year
- Draws over 300 attendees each year

PACIFIC NORTHWEST EMPLOYMENT FORUM

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OTC – OFF THE CLOCK

• IN 2014, KEY PROVIDER STAFF FROM AGENCIES INDICATED THE NEED TO MEET MORE INFORMALLY
  • Began as “The Blue Highways” based on the book by William Least Heat Moon
  • Evolved into OTC so people could meet not in conflict with work time
  • Informal conversations and creating connectivity and camaraderie

• OVER 15 YEARS LATER, STILL GOING STRONG
  • Employment Providers, County staff, Employers, Family members…
  • Sometimes it’s 10, sometimes it’s 50
  • Has grown into at least 4 other counties
EMPLOYMENT FIRST FORUMS – 2017 AND 2018

• REALIZING IT HAD BEEN 10 YEARS SINCE ALDERBROOK, IT WAS TIME TO GATHER AGAIN
  • We are at a new renaissance of service
  • Shared our history, our efforts, our data, our struggles, our successes since the WAAP was introduced
  • In addition, allowed us as a state to focus on what our goals are moving forward
COLLABORATE

SECTION 4
COLLABORATE

• CROSS COUNTY COLLABORATION (C3) PROJECT
  • Later called C4

• COMMUNITY EMPLOYMENT ALLIANCE

• PACIFIC NORTHWEST EMPLOYMENT FORUM

• S2W HIGH SUPPORTS NEEDS COLLABORATIVE
C3/C4 PROJECT

• CONCEPT
  • To use new, innovative approaches collectively to create jobs for individuals who want to work regardless of the challenges their disabilities have presented to the employment system in the past.
    • First started in 2008 as a 2 year project with 3 agencies in 2 different counties (Cross County Collaboration).
    • Continued until 2014 with just King County and 4 agencies (Collaboration 4).
    • VERSION 3.0 starting Summer 2019

• GOALS
  • Establish new and creative partnerships with the business community.
  • Gather knowledge, expertise, and resources from all possible contributors.
  • Develop and grow partnerships with other providers, employers and funders.

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C3/C4 PROJECT

• OUTCOMES
  • First project as C3 placed 5 out of the 6
  • 2nd year as C4 placed 9 out of 10
  • 3rd year of the project, ALL 8 candidates were placed – 3 months AHEAD of project end date
  • Creation of a Business Advisory Board for the project
COMMUNITY EMPLOYMENT ALLIANCE

• Initially founded in 1974 as Rehabilitation Enterprises of WA.
• Changed around 2006 into a non-profit organization, with a membership network of businesses and employment service providers for people with disabilities throughout Washington State.
• Has an Executive Director and paid lobbyist, with a governing board.
• Main member representatives are ED’s or CEO’s of organizations.
• Holds 2 annual conferences each year across the state.
S2W HIGH SUPPORTS NEEDS COLLABORATION

- Modeled after the successful C4 model.
- Certain school districts and county selects which students meet the criteria for this project.
- Realizing the need for an early start, this begins 1 year sooner than the traditional S2W model.
- Still in its infancy – only in year 3.
YOUNG ADULTS ARE MORE LIKELY TO WORK IN INDIVIDUAL JOBS

Source: www.statedata.info/Washington-ddd/
DECLARE

SECTION 5
• Makes a commitment to a future space of possibility.
• Creates ACTIONS to take to fulfill the declaration.
• Alleviates the fear of moving forward.
• NOT an emotional pronouncement, or simply stating a good idea.
• Rather, it is a POWERFUL embodiment of the passion, thinking, and commitment to a vision of the future.
AtWork! made the declaration in 2007 to close our workshop, and did so in February 2014.

THE DECLARATIONS OF ATWORK!

- We believe that the Working Age Adult Policy is good for people with disabilities.
- We provide an EMPLOYMENT experience that is integrated, not segregated.
- We will leave no one behind.
- We will focus our resources on our core competency: EMPLOYMENT, so that we may move to the cutting-edge of services for people with disabilities.
- We have and always will retain the greatness of ATWORK!

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With the onset of the WAAP, agencies began the conversation of closing their workshops.

Those conversations became declarations – due to both the WAAP and the CMS rule.

From 2004 to 2016 – about 8 workshops closed in 4 counties in WA state.
TECHNICAL ASSISTANCE AND TRAINING

SECTION 6
TECHNICAL ASSISTANCE AND TRAINING

• WISE and other available resources.
• Mentoring to each other.
• WA STATE Employment Professional certification through Highline College (2007)
• Certified Employment Support Professional (CESP)
THE ROLE OF TRAINING AND TECHNICAL ASSISTANCE

1. Cover the system to include people with disabilities, families, schools, agencies, government, employers and the community

2. Build awareness through information and education: lots of information

3. Borrow heavily from anyone and everyone that has a good idea. Look outside of the public social service system too

4. Train, develop, mentor, advocate and innovate.

5. Targeted approach to capacity building driven by data to maximize resources

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EXPAND OUR APPROACH

SECTION 7
• **SCHOOL TO WORK AND TRANSITION**
  • Started in 2005 in King County, now in 10 counties in WA State
  • Some schools are EMBEDDED with a provider
  • Counties host transition fairs for schools and families

• **PARTNERS FOR WORK**
  • Rotary District 5030 project since 2008
  • Has developed about 100 paid jobs for individuals in King County
  • Utilizes Rotarian business leadership as a vital link between candidates and jobs.
  • Work with Rotarians, clubs, school districts, and employment support agencies to pull all entities together.
  • Rotarians are often the top people in their companies and play a key networking and leadership role in helping open the door toward paid employment.

• **WORKSTUDY STUDENTS**
  • Utilizing college area students as employment supports

• **BUSINESS PARTNERSHIP INITIATIVES**
- Supported employees are just like anyone else.
MICROSOFT PARTNERSHIP

- Started in Fall 2013
- Microsoft and their business provider partners
  - Compass (lead coordinator), CBRE, Pitney Bowes, MV Transport
- MANDATORY goal of 200 jobs in 2 years
- 10 agencies selected via RFQ
- Over 250 jobs places
- PT and FT – About 15 hours per week average
- So successful, CBRE replicated in 2018 with NIKE in Portland, OR

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LET'S TAKE A BREAK
VR TRENDS: NATION
NUMBER OF CLOSURES: PERSONS WITH ID

Source: RSA 911
VM: ENGAGEMENT
PERCENT OF CLOSURES WITH AN ID

Source: RSA 911
SUPPORTING CHOICE

No Paid Job: 81%
Paid Job: 19%

Wants job: 47%
Does not want job: 53%

Job Goal: 41%
No job goal in ISP: 59%

632,000
239,066
140,810

Source: National Core Indicators 2016-2017

632,000
239,066
140,810

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HERE’S THE ISSUE

• WIOA AND S2W
  • Emphasizes transition from school to post-secondary education and competitive integrated employment.
  • Data shows that young adults WANT to work.
  • Data shows that programs like S2W gets students into jobs sooner and with a longer retention rate than without.

• CURRENT LEGISLATION IN WA
  • The WA State House budget only funds about 10% of the graduates.
  • This means that fewer students will get the support they need to get a good job.

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HERE’S THE ISSUE

• **SUB MINIMUM WAGE**
  
  • Seattle City Council voted in April 2018 to ban employers from paying people with disabilities sub-minimum wages.
  
  • EHB 1706 in WA unanimously passed to end sub-minimum wages for people with disabilities.

• **MINIMAL APPROACH**
  
  • EHB 1706 striker amendment means that it only applies to people working for state agencies. People in the community can still earn sub-minimum wages.
  
  • Senator Walsh, a huge opponent of the bill said: “If my uncle doesn’t know the difference between a quarter and a dollar, why would I pay him a dollar?”
HERE’S THE ISSUE

• PEOPLE WITH HIGH ACUITY IN JOBS
  • 2006
  • 320
  • 2016
  • 1210

• THE AVERAGE WEEKLY HOURS
  • 2006
  • 15
  • 2016
  • 11

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HERE’S THE ISSUE

• THE NEED

- No Paid Job: 81%
- Paid Job: 19%

632,000

• THE PEOPLE DOING THE WORK

35,000
THE TREADMILL...

• HOW DO WE GET TO WHERE WE WANT TO BE?
WHAT DO WE NEED TO DO TO BE MORE PROUD OF THE OUTCOMES?
DEFINE AND REDEFINE

BE

DO

Creating Stages

Sustaining Stages

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BUILD AND GROW GOALS AND CULTURE

• ASK YOURSELF AND OTHERS: “What kind of place would you like this to become?”
• Do climate surveys, appreciative inquiry assessments
• What are your NON-NEGOTIABLES?
INVEST IN STAFF

• Study in WA State shows that it takes about 2 years to be good at this job, but people leave around 14 months.

• Recent climate surveys of providers shows that people who are at their job between 2 to 4 years are the most unhappy or have the most complaints.

• Staff members are the most important customer to an organization.

• Need to get people to FULLY KNOW what it means to do this work and WANT to do it.
INVEST IN STAFF

• Provide ONGOING training and “mid-boarding”
• Grow Emerging Leaders
  • Strengths Finder
  • ZAPP!
  • strong professional development plans
• Provide Tools and Technology
  • SETWORKS
  • Phones and Laptops
  • Basecamp

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RECRUIT, TRAIN, RETAIN - RTR

• Began in 2011 to address the growing concerns of getting and keeping great staff.
• Initially started with 40 manager of agencies.
• Grew to include team members – 75 to 100 statewide.
• Introduced and replicated in Oregon, Iowa, and Maryland.
• No CEO’s or ED’s are allowed to attend.

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THE PREDICTABLE CYCLE OF RENEWAL

THE HUDSON INSTITUTE
SANTA BARBARA, CA
• ESSENTIAL LIFE SKILLS
  • Identify the “Dream”
  • Create the “Plan”
  • Sustain the “Plateau”
  • Elicit Support

• Phase I: Go for it
  • A Period of Stability
    • Purposive
    • Focused & Directed
    • High Energy
    • Optimistic
    • Multiple Priorities
    • Committed
    • Accomplishing
    • Succeeding

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• **ESSENTIAL LIFE SKILLS**
  • Develop an exit strategy and choose a route ahead
  • Mini-transition or cocooning

• **Phase II: The Doldrums**
  • A Period of Detachment and Restlessness
    • Disenchanted
    • Trapped
    • Angry
    • Defeated

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Phase III: Cocooning
- Coming to Terms with Yourself
  - Healing
  - Inner Work
  - Introspective
  - Meditative
  - Spiritual
  - Exploring
  - Reconstructing

ESSENTIAL LIFE SKILLS
- Develop and nurture myself
- Spend time alone
- Spend time with someone you trust
• **ESSENTIAL LIFE SKILLS**
  - Explore
  - Experiment
  - Training
  - Discover

• **Phase IV: Getting Ready**
  - **A Time for Experimenting**
    - Testing
    - Experimenting
    - Taking Risks
    - Not Committing
    - Networking
    - Piloting New Products
    - Creativity

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A STRONG FOCUS ON DATA AND QUALITY

• Define what QUALITY service looks like
• Data informed (not driven) decisions
  • Determine WHAT data you need and HOW you’re going to use it.
  • How are you phrasing the question to get the info you need?
• Quality and Data Manager
  • Dashboard
  • Customer Satisfaction System
  • Always gathering data and information from various sites
GET OUT THERE!

• Connect with your legislators.
• Stay Educated
  • Be aware of current issues and challenges
  • NCI, ICI, APSE, NOD
• Get people interested in this work NOW
  • College/University sessions
  • Utilizing Interns
Opportunities are created at the national and state levels, but what really happens is in the community. We can change our communities, it is much harder to change a state or a nation.
KEEP DOING WHAT GOT YOU TO WHERE YOU ARE.
THEN CHALLENGE YOURSELF TO DO MORE.

BOLD

A part

bold

Apart

WHAT SPACE ARE YOU IN?
YOU GET PROUD
BY PRACTICING

• By Laura Hershey
WALLY TABLIT
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