

Boots on The Ground

Employment First
and
Two Provider Stories of Transformation





Employment First in Michigan, is a movement that is beginning to take hold in Michigan. We will be discussing that movement and:

- ✓ History of employment for individuals with I/DD
- ✓ Mission of Employment First
- ✓ Changes in federal rules that effect:
 - 1) Employment services
 - 2) Where individuals with I/DD are placed
- ✓ Research on supported versus sheltered employment
- ✓ Stories of Transformation from 2 providers
- ✓ Opportunities to get involved



Historically, employment supports for individuals with I/DD in Michigan have created barriers to inclusive work lives for people with I/DD

OLD WAY:

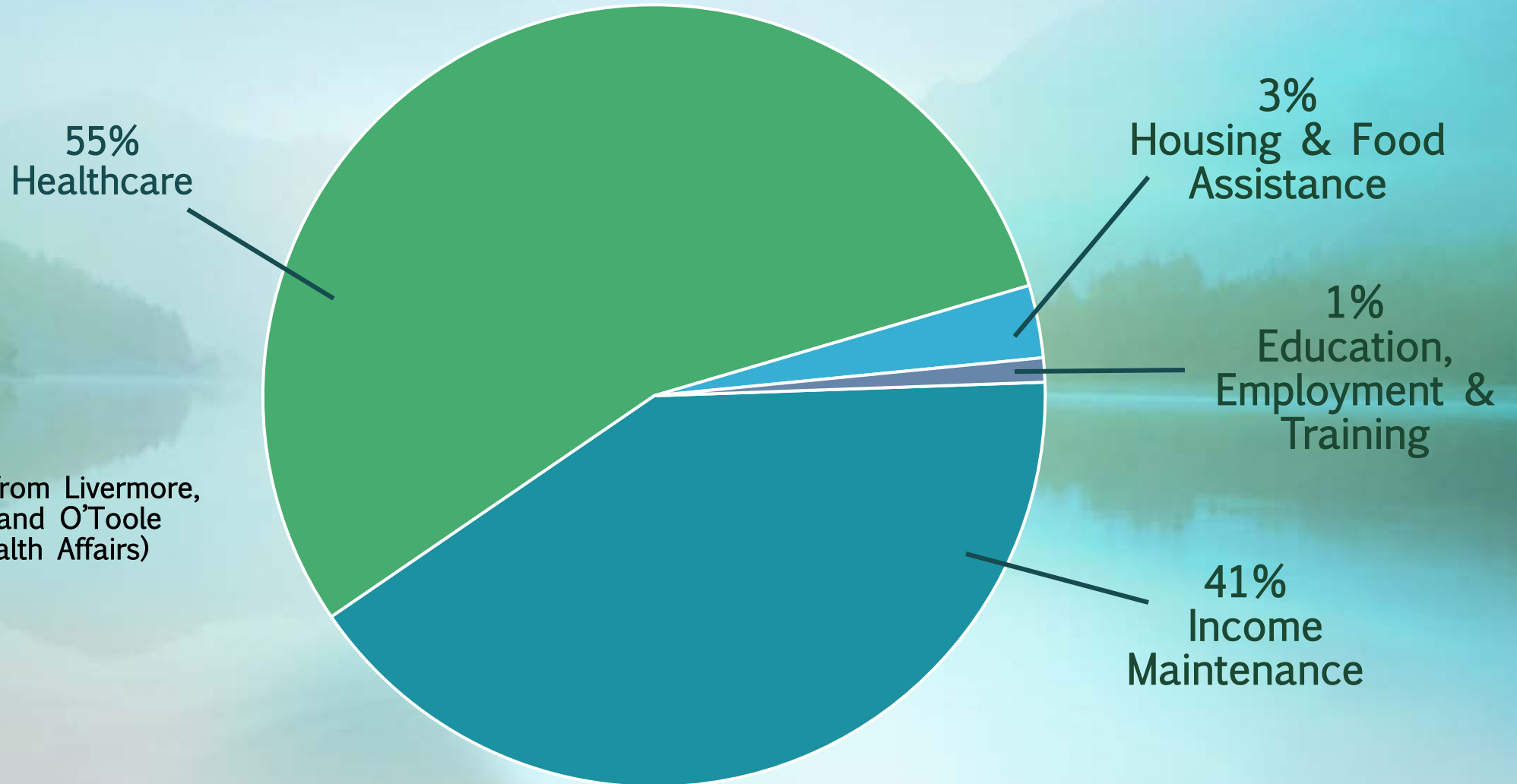
- ✓ Segregated: separate from the general public
- ✓ Subminimum wage: piece rate
- ✓ Groups: enclaves
- ✓ Availability based: fitting people into available slots





History of Investing in Unemployment and Poverty

Working Adults \$357 Billion in FY 2008

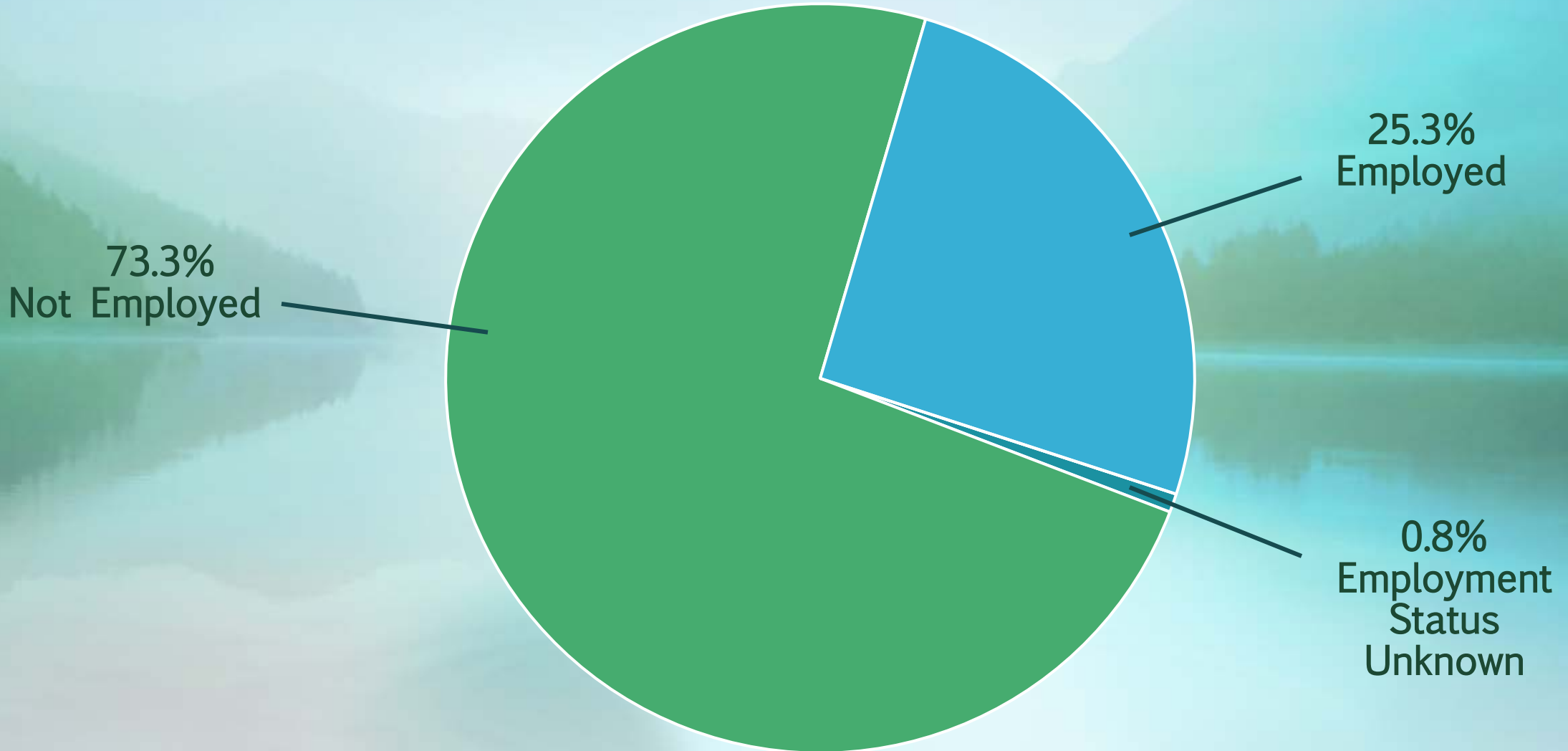


[1] Adopted from Livermore, Stapleton and O'Toole (2011 Health Affairs)



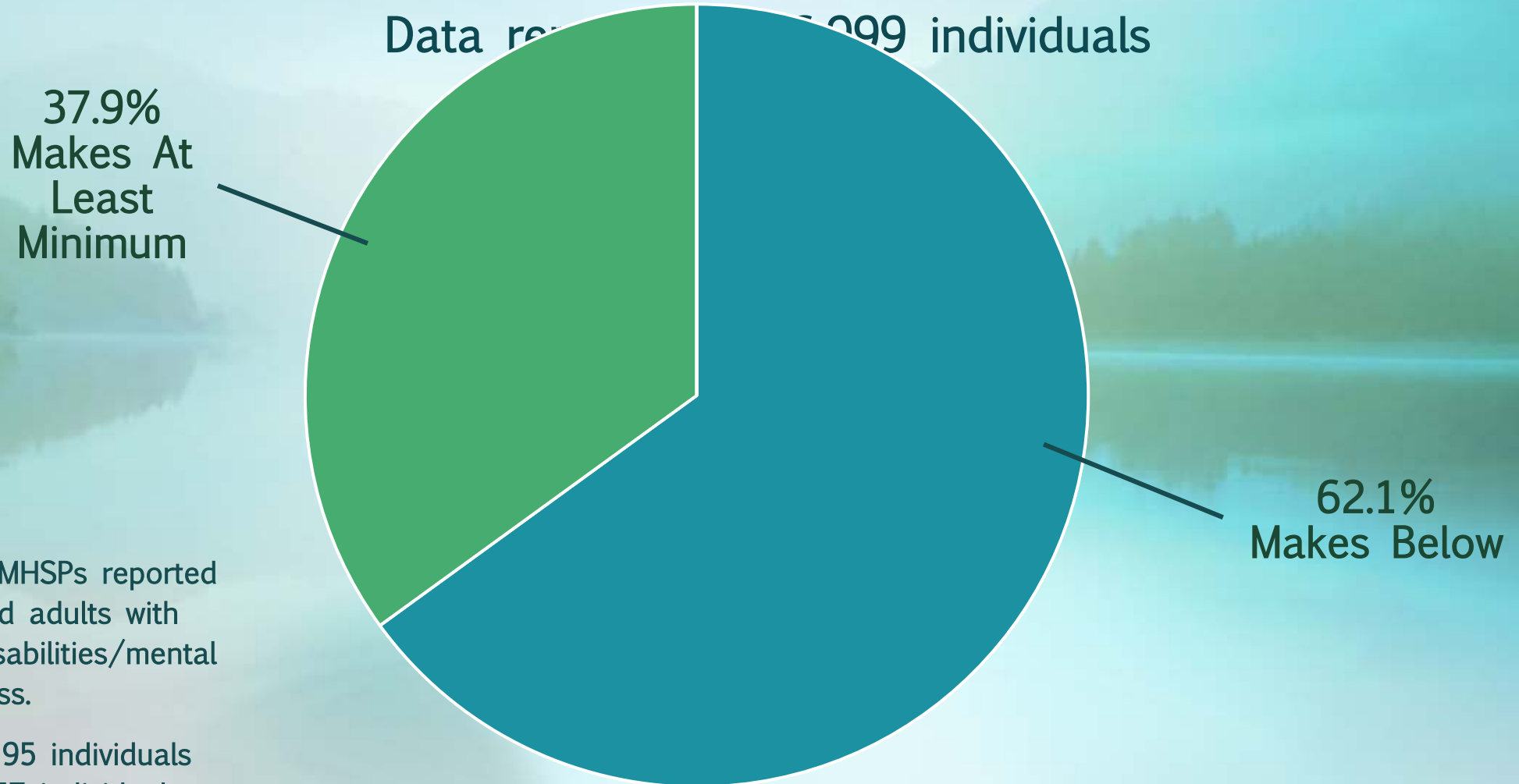
Employment Status of Adults with I/DD & Mental Illness Receiving Services from CMHSPs, FY 2014

35,461 Adults with I/DD and Mental Illness





Employed Adults with I/DD & Mental Illness, Total % Reported Making Minimum Wage by CMHSPs, 2015



In FY 2015, 46 CMHSPs reported 6,999 employed adults with developmental disabilities/mental illness.

Not applicable: 95 individuals

Not reported: 57 individuals



Total Number of people with I/DD & MI, age 18+, who received services from CMHSPs, FY 2014

Employed Adult Consumers with a Developmental Disability, FY14 Indicator 9b: MDCH May 19, 2016

Competitive Employment	Number	%
Employed Full Time	371	2.2
Employed Part-time (less than 30 hours/week)	2,386	14.3
Self-Employed	965	5.8
Sub-total	3,722	22.3
Non-Competitive Employment		
Sheltered Workshop	4,642	27.8
Enclaves/Mobile Crews	613	3.7
Sub-total	5,255	31.5
Unemployed-Looking for Work	2,158	12.9
Not in Labor Force		
In Unpaid Work	596	3.6

Research on supported versus sheltered employment:

- Individuals with disabilities fare better financially from working in the community than in sheltered workshops.
- This is especially true given that the relative wages earned by supported employees have increased 31.2% since the 1980s.
- Wages earned by sheltered employees have decreased 40.6% during the same period.
- Supported employment appears to be more cost-effective than sheltered workshops over the entire “employment cycle” and returns a net benefit to taxpayers.

Cimera, R.E. (2012). The economics of supported employment. Journal of Vocational Rehabilitation, 28, 109-112.

Research on supported versus sheltered employment:

- Study investigated the cost-trends of supported and sheltered employees with disabilities as they completed one “employment cycle” (i.e., from the point they entered their programs to the point when they changed their jobs, left their program, or otherwise stopped receiving services).

Cimera, R.E. (2008). The cost-trends of supported versus sheltered employment. Journal of Vocational Rehabilitation, 28, 15-20.

Research on supported versus sheltered employment:

- Data indicate that the cumulative costs generated by supported employees are much lower than for sheltered employees (\$6,618 versus \$19,388).
- Further, the cost-trend of supported employees was downward while the cost-trend of sheltered employees was slightly upward
- Costs of supported employment declines as workshop costs have increased

Cimera, R.E. (2008)

Do Transition Services Matter? (Rates of Employment—ASD)

By Age 14

By Age 16

2006	80.8%*	58.9%
2007	77.9%*	60.4%
2008	75.2%*	52.4%
2009	69.1%*	52.2%

Do Transition Services Matter? (Rates of Employment—ID)

By Age 14

By Age 16

2006	74.3%*	57.8%
2007	61.7%*	57.0%
2008	69.7%*	53.8%
2009	42.8%*	28.2%

7,520 Transition-Age Students with ID (Source: Clmera et al., In prep)



What are the new directions employment supports are taking?

Employment First in Michigan looks at employment for Michigan's estimated 179,000 individuals with I/DD in new ways:

- ✓ Work experience is the #1 factor in career success after school
- ✓ Presumed employability
 - 1) opportunity
 - 2) support
- ✓ Regardless of disability, all people can work



Ben was able to successfully transition from working in the workshop at Community Enterprises St. Clair County to working on the grounds maintenance crew at St. Clair Golf Club - successful and fulfilling community integrated employment



There have been changes in federal laws that have

contributed to changes in employment supports:

Workforce Innovation and Opportunity Act (WIOA):

- ✓ Replaces the Workforce Investment Act-1998
- ✓ Changes the Adult Education and Family Literacy Act
- ✓ Changes the Wagner-Peyser Act
- ✓ Changes the Rehabilitation Act-1973
- ✓ It is the new standard for Michigan Rehabilitation Services (MRS) & The Bureau of Services for Blind Persons (BSBP)

Main points to this new law:

- ✓ Implemented in 2016
- ✓ MRS and BSBP must do pre-employment training, for youth
- ✓ MRS and BSBP must spend 15% of their budget on this
- ✓ Minimum wage must be paid
 - 1) Unless career counseling information
 - 2) About training opportunities
- ✓ Integrated settings





Additional changes in federal laws that have contributed to changes in employment supports:

Home and Community-based Waiver Rule changes:

✓ Competitive Integrated employment

- 1) Typically found in the community
- 2) Ability to interact with nondisabled people during course of workday-staff do not count as community
- 3) Sheltered workshops are not integrated settings even if a workshop or crew pays minimum wage, it does not meet inclusion standards



The Mission of Employment First in Michigan sets a new direction for employment supports

The Mission of Employment First in Michigan is to establish the expectation and promote opportunities for all working-aged citizens with I/DD in Michigan to gain individual, integrated employment, and to engage businesses to value the contributions that employees with I/DD bring to their organization.

- ✓ **Individual:** not in a group or an enclave
- ✓ **Integrated:** alongside individuals without I/DD with opportunities to interact
- ✓ **Employment:** a job in the general workforce and the person is included in the payroll of the business or is self-employed
- ✓ **Minimum wage:** or higher is the expectation





Moving from Facility Based to Community-First: One Community's Journey

re:con
The convention of new beginnings 2017

Agenda

- Context of Goodwill and our community
- Starting point
- Journey
- Challenges
- Next steps

The Paycheck



Mission and Vision

Mission:

**We provide opportunities
for people facing barriers to
improve their lives.**

Vision:

**People prosper, improve
their quality of life, and add value
to their communities.**

Goodwill Organization

- Started in 1902 by Reverend Edgar Helms
- Goodwill's are organized by territories
- 165 Independent Goodwill's in North America
- Each Goodwill is independent with its own board of directors
- The services and population served is locally determined

Community Demographics



Economic Trends

- Median Income
 - Monroe: \$50,000
 - Lenawee: \$48,224
 - Michigan: \$46,859
- Decreasing middle income (\$50 to \$100,000)

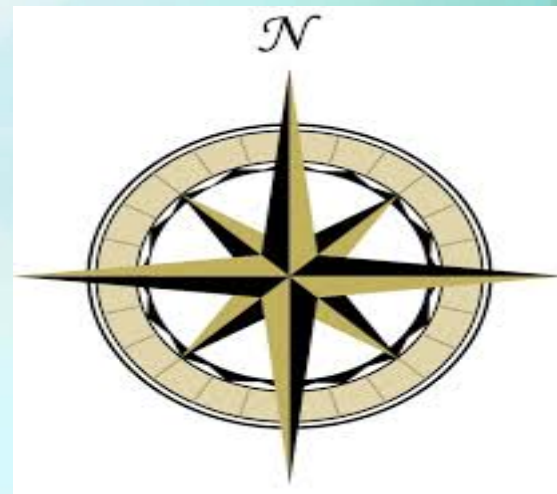
Our Beginnings

- 165 Independent Goodwill's in North America, each with their own Board of Directors
- Adrian Goodwill started in 1959
- Number of individuals facility-based work
- Number of individuals in LINC
- Total Community hours...
- Type of work performing: light assembly, sorting and
- Other contracts work.



Community First

Our True North



EVERY
ACCOMPLISHMENT STARTS
WITH THE DECISION
TO TRY.



Starting Point

- A LOT of Conversation at all levels (staff, management, board, and CMH) about the WHY
- Established Structured Communication Protocol with all Community Partners
- Explored “best practices”
- Trainings

Cultural Transformation



Journey

- Capped Facility-Based employment
- Integration of facility-based employment
- Created NEW Opportunities
- Co-location of Supported Employment staff at CMH
- Engaged local foundations
- Micro Enterprise Relocation (Blue Boutique)
- Implemented Saturday Services in Lenawee

Challenges

- Community response
- Transportation
- Management challenges
- Staff Training
- Employment Preparedness

Managing Complexity

- Environmental Differences
- Cost
- Staffing/Consumer attendance
- Influencing the willingness to take risks

Next Steps

- Rating system for community activities
- Increased learning opportunities
- Deeper social relationships and interaction
- “Solving the transportation dilemma”
- Begin Saturday Services in Monroe

Contact Information

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Our Transformation: A Work in Progress

Community Enterprises of St. Clair County

- History
 - Opened as The Arc of St. Clair County in 1955
 - Split from The Arc in October 2011
 - Community Enterprises of St. Clair County
 - Provide Community Living Supports and Employment Supports to 300 individuals annually
 - Employment Supports Include:
 - In House Work Activity
 - Enclaves
 - Skill Building Assistance
 - Self Employment
 - Community Employment
 - Job Development
 - Job Coaching
 - Extended Service Supports

Provider Transformation Timeline

- January 2016- Awarded ODEP Grant
- February 2016- Self Assessment, SME Visit, Transformation Plan
- April-June 2016- ACRE Training
- August 2016- Stakeholder Meetings (Board, Staff, Funding Sources), Newsletter Articles
- August-September 2016- CEP Staff Trained in ACRE, added additional staff to CEP Department, Newsletter Articles
- February 2017- Parent Meetings, Meetings with Funding Sources
- April 2017- Changes to Work Schedules, Work Prep Classes, Community Based Skill Building
- June 2017- End of Special Minimum Wage Certificate
- September 2017- Additional changes to in house Work Schedules

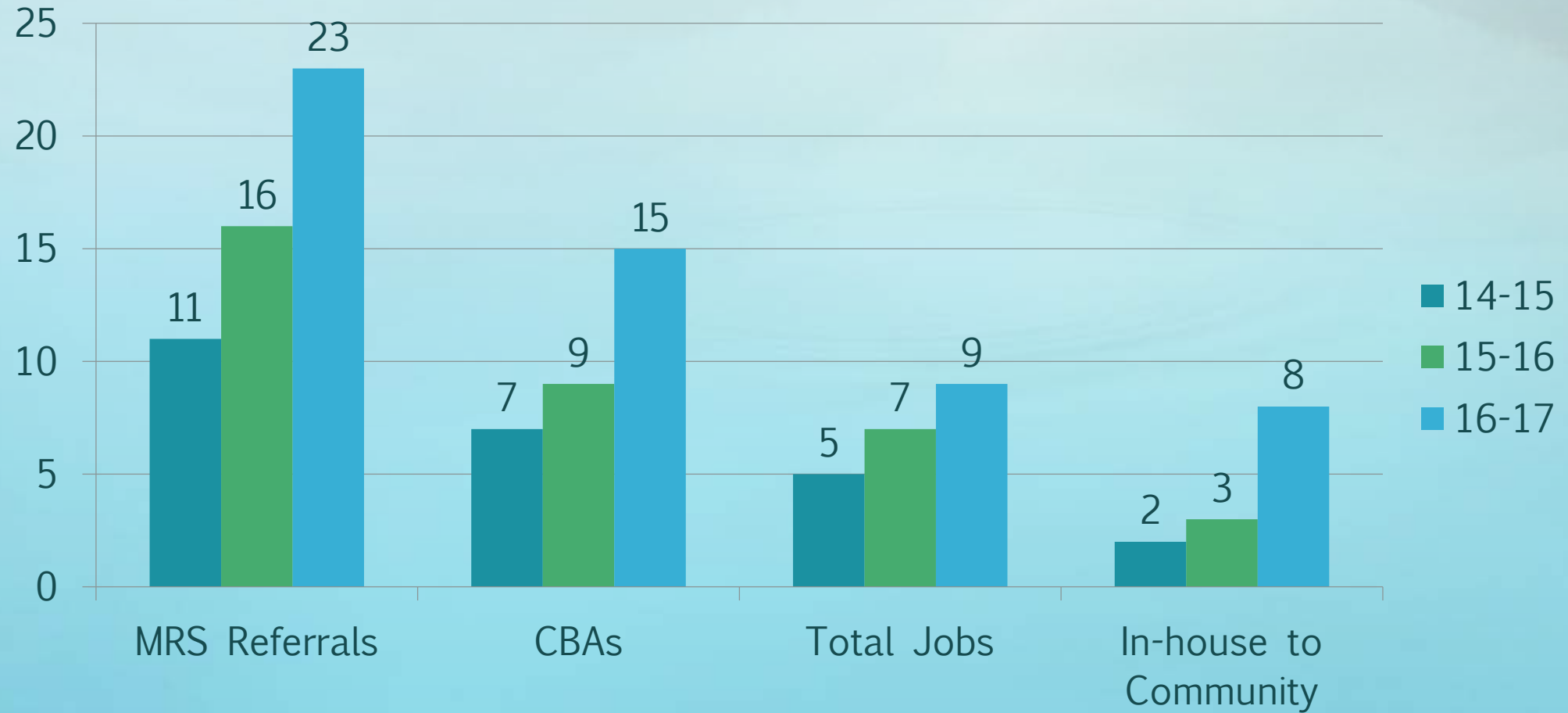
Key Components to our Transformation

- COMMUNICATION
- Consumer Choice
- Everyone wanting work should be given the opportunity
- Separating CLS and Work
- All of our services have a “work” component
- Productivity is necessary
- Wrap Around Services
- Reallocation of Resources

Philosophy Changes

- No longer “creating work”
- Available work hours depends on the needs of the business lines
- Treating in-house jobs as “real work”
- Maximum of 10 hours at in house positions
- Community Based Skill Building
- Reallocation of Resources
- Any new “work” is community based
- No longer using Special Minimum Wage Certificate

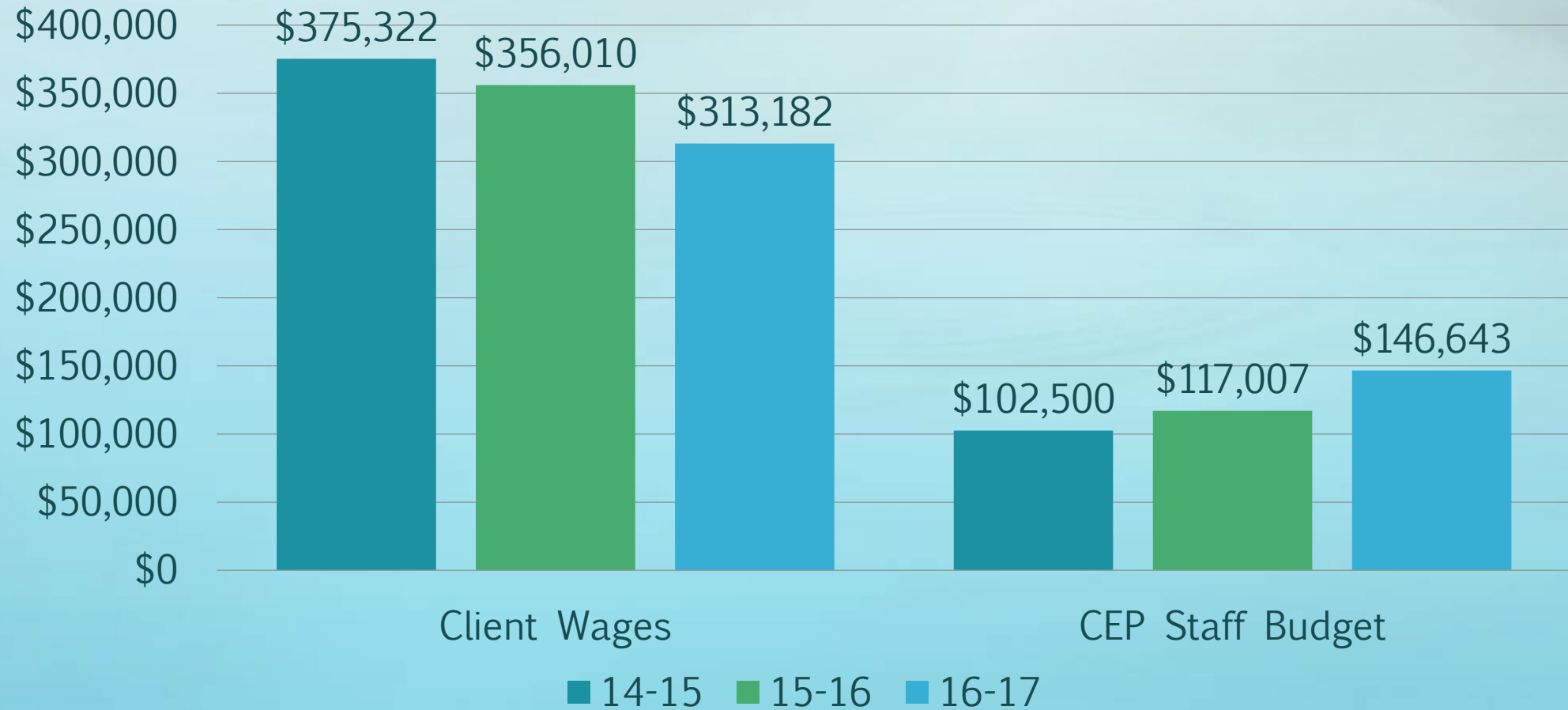
The Impact of our Changes



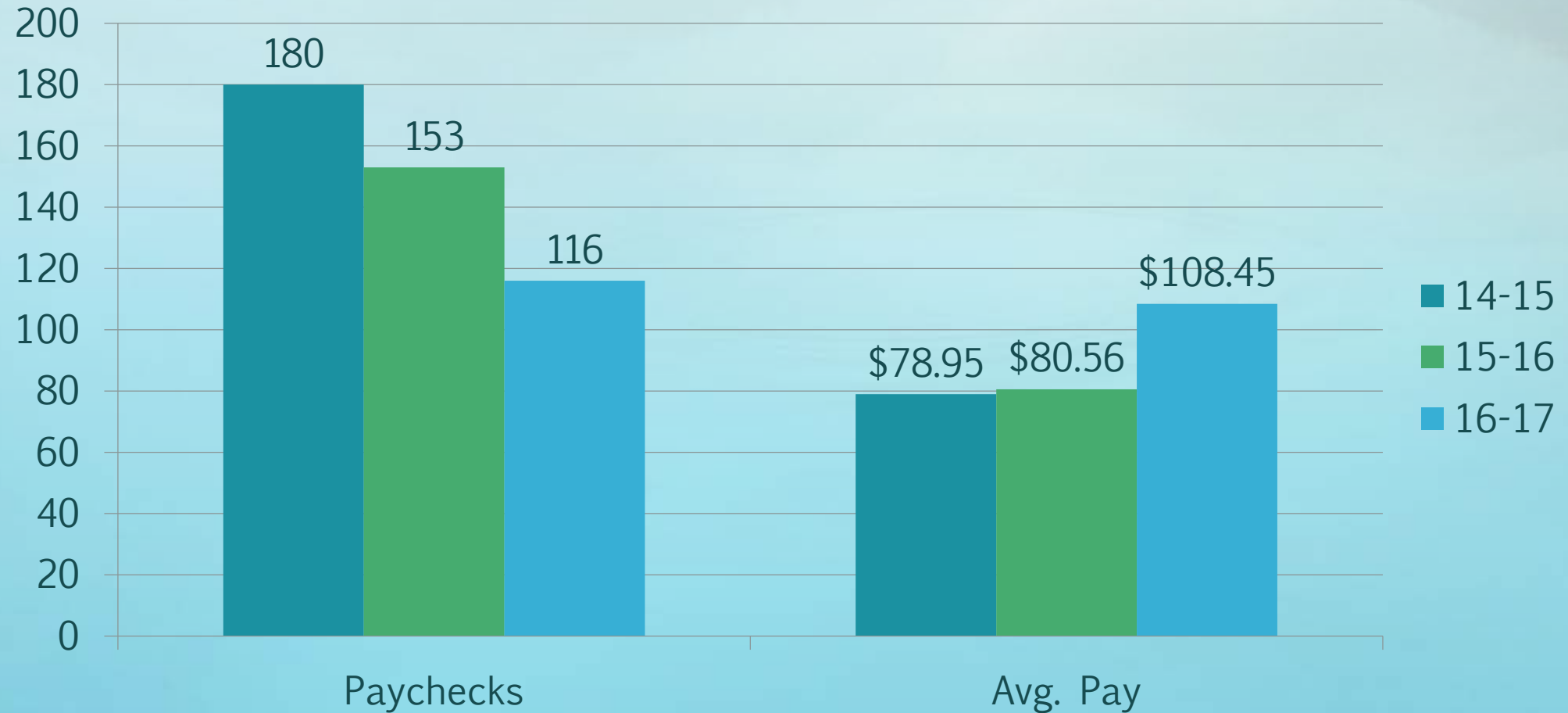
The Journey to Minimum Wage

- Why?
 - Practicing what we Preach
 - Pressure from Advocates
 - Administrative Costs
- Positive Effects
 - People are earning more money
 - No longer have to complete timings/standards
 - Able to reallocate resources to community employment
- Negative Effects
 - No longer able to employ individuals who are not productive

The Journey to Minimum Wage: The Bottom Line



The Journey to Minimum Wage: The Bottom Line



The Journey to Minimum Wage: The Bottom Line

- EVERYONE is employable, however CESC is unable to employ EVERYONE
- Committed to assisting all individuals wanting to work to obtain work in the community
- As people passed away, moved, retired or gained community employment we did not replace their hours unless needed.
- Only 15 people lost work completely as a result of not being productive or having been a part of a “created job”.
 - These individuals were encouraged to get an MRS referral.

Barriers and Solutions

- Attitude
 - Staff
 - Consumers/Families/Guardians
 - Community
- Transportation
- Budget
 - Wages
 - Reallocation of Resources

Future Plans

- Increase Productivity
- Integrate In House Work
- Increase Learning and Training Opportunities
- Cross Train all staff
- Increase Community Employment Placements
- Continue Wrap Around Services

Contact Information

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Employment First in Michigan- 2018

- ✓ Statewide Capacity Building – ACRE and Customized Employment efforts
- ✓ Provider Transformation – 10 new sites in 2018
- ✓ Rate Restructuring – 3 new sites in 2018
- ✓ Blending and Braiding Resources
- ✓ School-to-Work – 4 new sites in 2018
- ✓ Employer Engagement
- ✓ Outreach
- ✓ Benefits Coordination and Planning



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