
THE PATHWAYS TO CAREERS INITIATIVE A BRIDGE TO COMMUNITY INTEGRATED EMPLOYMENT

**Presentation for the Advisory Committee on Increasing Competitive
Integrated Employment for Individuals with Disabilities**

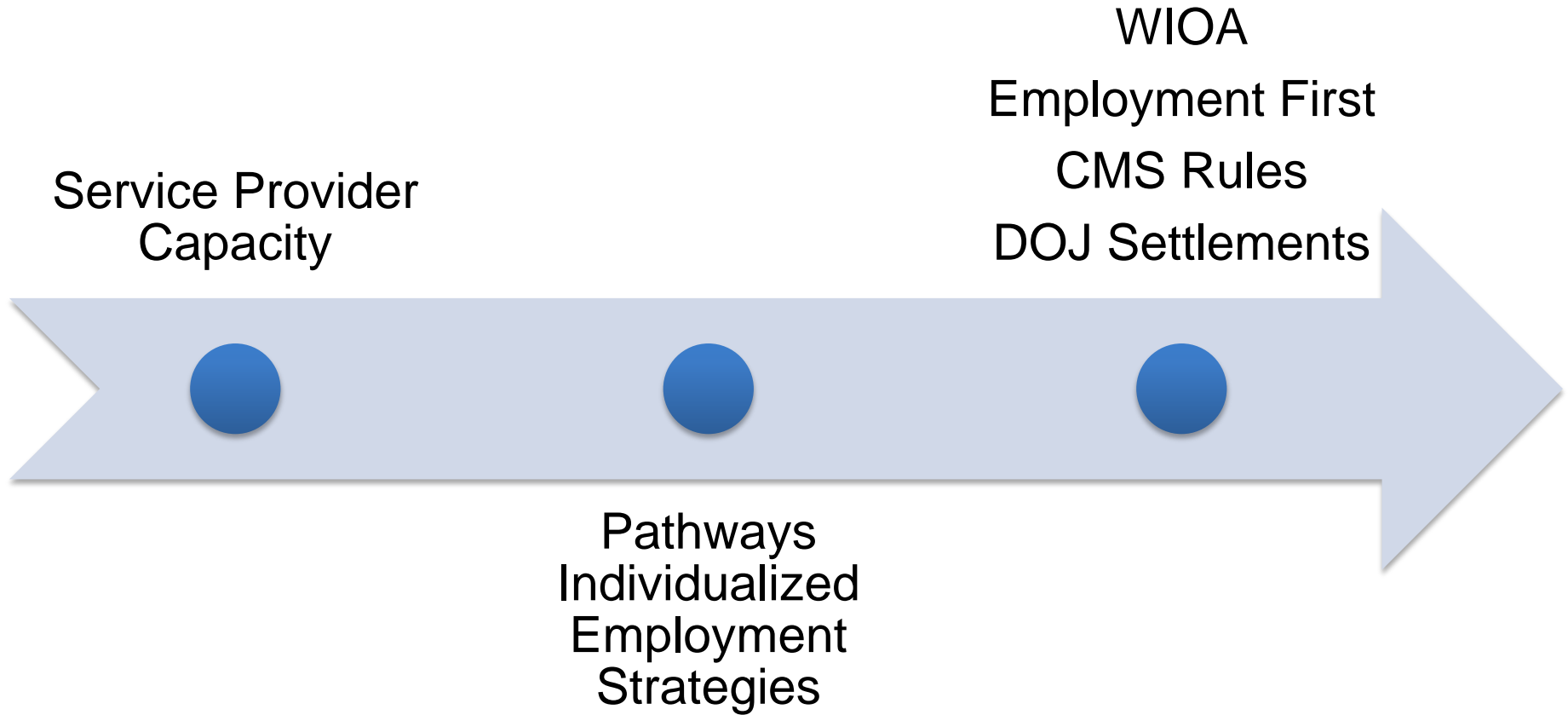
April 27, 2016

**Michael Callahan, Gary Green,
Connie Warren, Therese Fimian**

Pathways to Careers (Pathways) Overview, Objectives, Strategies

MICHAEL CALLAHAN
MARC GOLD & ASSOCIATES

Pathways Is a Bridge to Support Implementation of Competitive Integrated Employment Strategies



Why a Bridge Is Necessary

- There continues to be a deeply held doubt that community employment is possible for all individuals
- On one hand, we've cracked the code on employment by combining supported employment with customized employment
- However, even though the "technology" exists, we're not getting far enough employing one person at a time

Why a Bridge Is Necessary

- In order to meet the demands of recent policy changes and trends (Employment First in most states, the CMS rule, Rhode Island consent decree, Oregon consent decree) models are needed that can address the larger numbers of individuals to be served
- Staff will need to not only be exposed to cutting edge, effective strategies but they will need to be mentored through the implementation of those strategies.

Why a Bridge Is Necessary

- We will need employers as full partners in the effort to implement Employment First, not just their willingness to hire an individual.
- Traditional job coaching needs to be re-vamped to reflect the new partnership with employers carrying increased responsibility – true natural supports.

Pathways to Careers addresses many of these challenges.

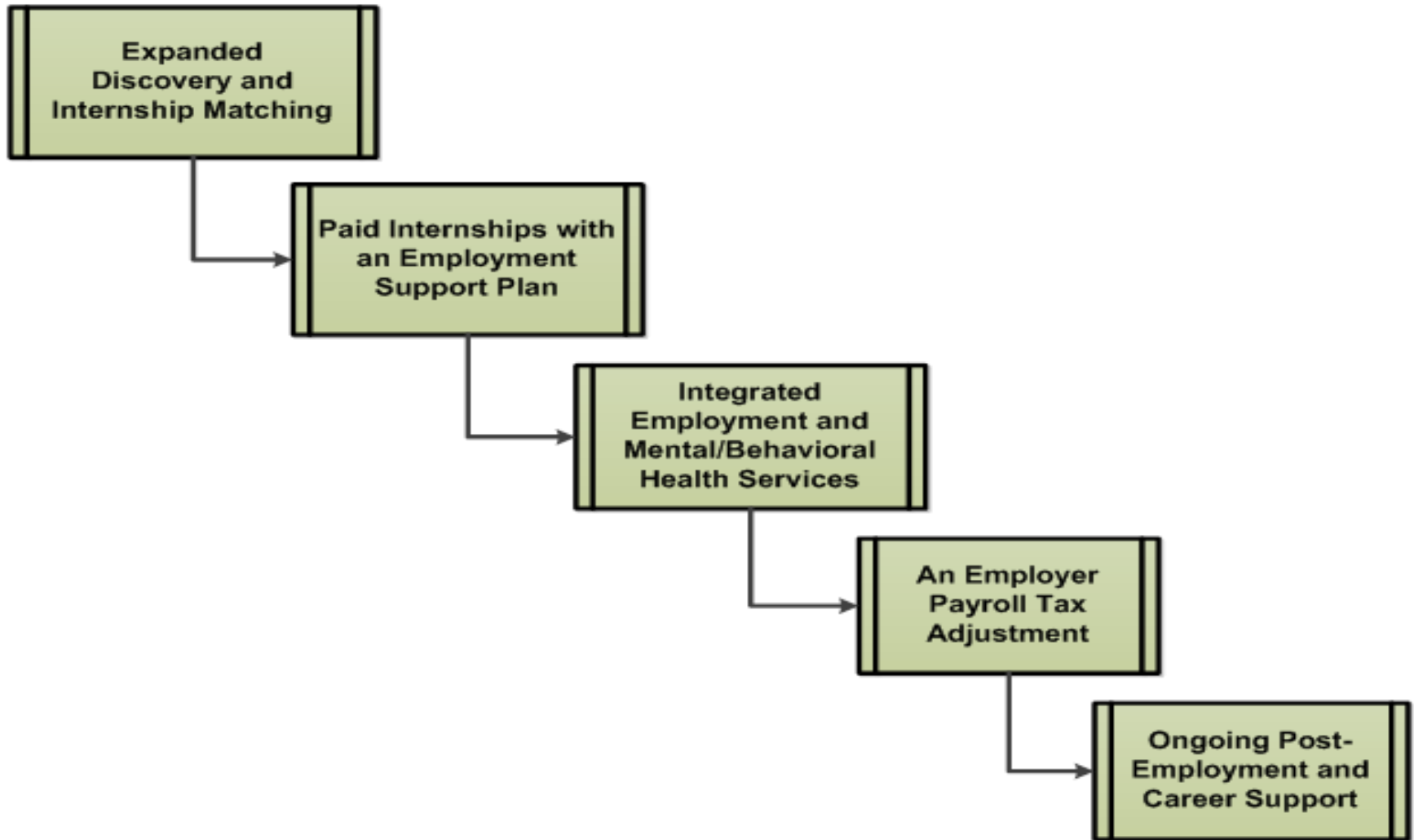
Pathways as a Bridge

- Each aspect of the initiative was considered in relation to both a set of strategies and values that reflect best and emerging practices in the field of community employment and, at the same time, responded to the concerns of SourceAmerica affiliates and other service providers

What Is the Pathways to Careers Initiative?

- **Goal:** All youth and adults with significant disabilities will have an informed choice of competitive, integrated and full wage employment options
- **Objectives:**
 - Eliminate existing barriers and disincentives to full participation in the workplace for individuals receiving SSI and/or SSDI benefits and related Medicaid and Medicare benefits;
 - Create an incentive for private, nonprofit and public employers to hire and retain individuals with significant disabilities; and
 - Achieve the Pathways goal with net costs below the estimated Treasury savings for all Pathways-related costs

Pathways to Careers Core Strategies

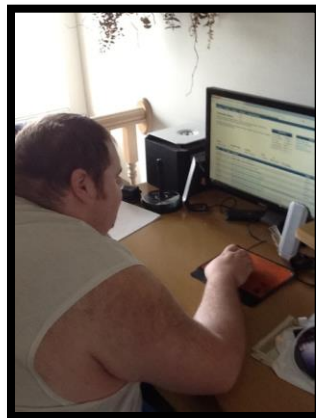
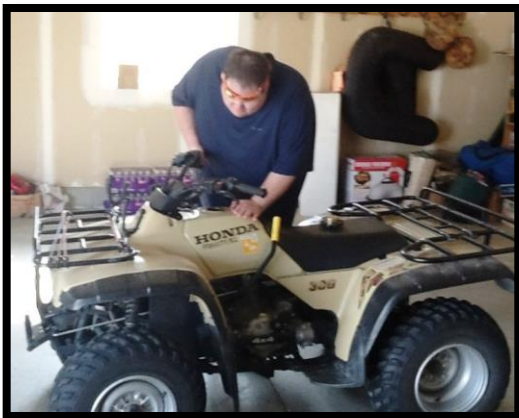


Coordinated Inclusion of Key Features

- All get initial Discovery
- Flexible “model”
- Zero exclusion/zero failure/full inclusion
- Presumed readiness
- Multiple opportunities for benefits counseling throughout Discovery, Internships and Employment
- Paid internships are matched, not general
- Diversity of internships and job types/locations
- Supported and customized (including self-employment) internship and job development options
- Looking for “goodness of fit” for all participants (and employers)

Discovery

- An alternative to comparative assessment
- Competency-based, qualitative look at job seeker
- Translates life skills to contributions to employers
- Observing and participating daily life activities
- Conversation and interview questions



Expanded Discovery and Paid Internships

- Expanded Discovery uses both the paid internship experiences and initial employment to help expand the understanding of what an individual can do
- Expanded Discovery allows educators, adult service providers and families to go beyond an individual's current life experiences as a resource for Discovery activities that lead to a fuller understanding of the person
- Paid internships focus the importance of the experience in ways similar to paid employment to the intern, the host employer and the service provider

Expanded Discovery and Paid Internships

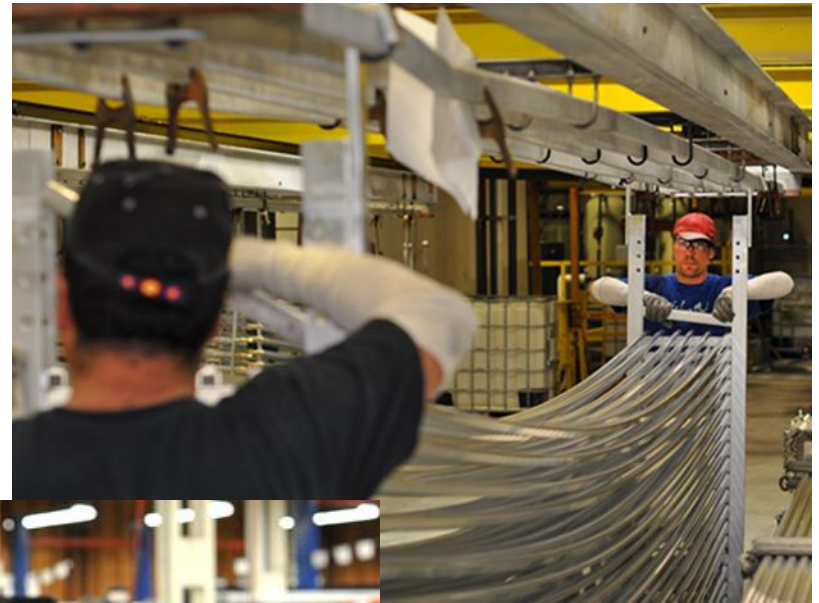
- Internships are matched based on Discovery outcomes, rather than general work experiences
- Goal of highest possible hours/week at minimum wage
- Job coaching with natural supports (using systematic instruction techniques)
- Focus on career settings, not just entry jobs

Creates a bridge from school to adult employment, from workshops to community employment and from unemployment to a working lifestyle

Using Discovery to Inform Planning



Looking for Goodness of Fit



Looking for Goodness of Fit





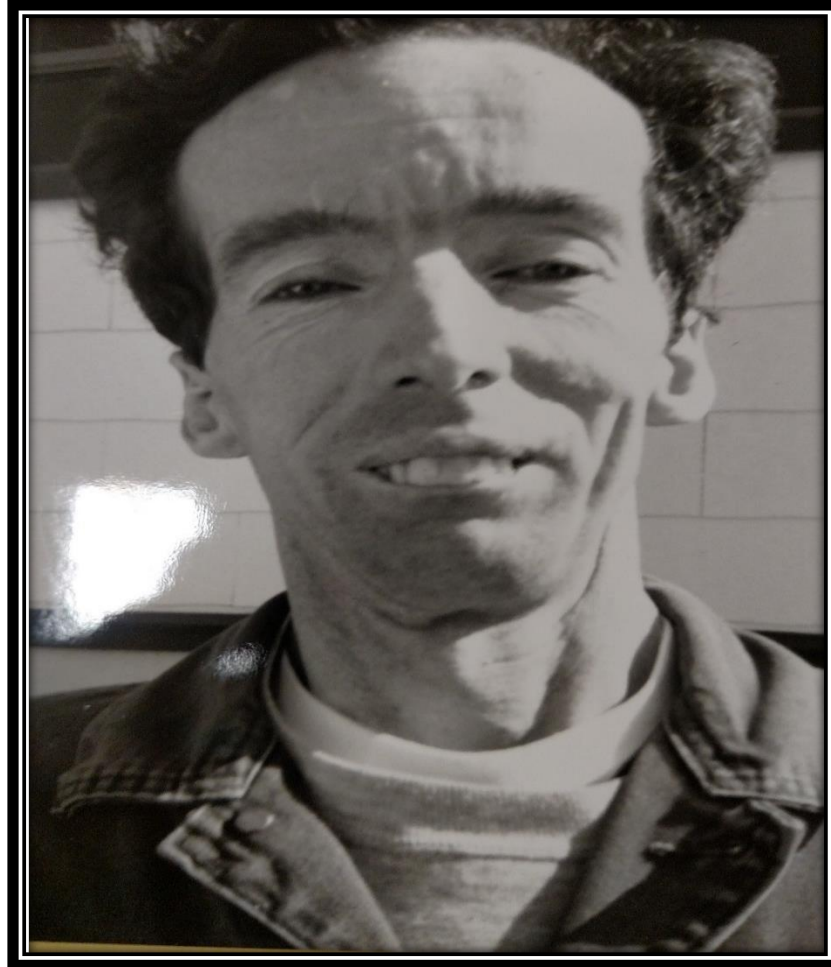
Gary Green
ZERO Manufacturing



**Fabrication Production Worker at
Zero Manufacturing**



Started at PARC



February 4, 1977



EOC at PARC

- The EOC is facility based production work located at PARC



- Worked on a number of contracts at PARC for many years



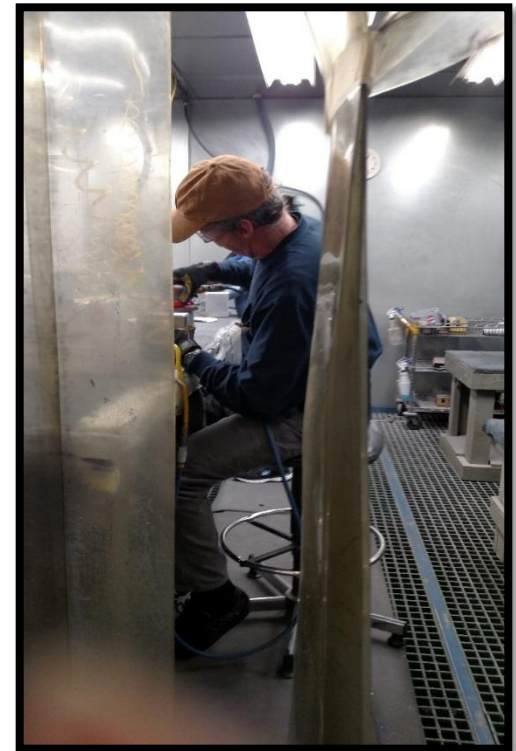
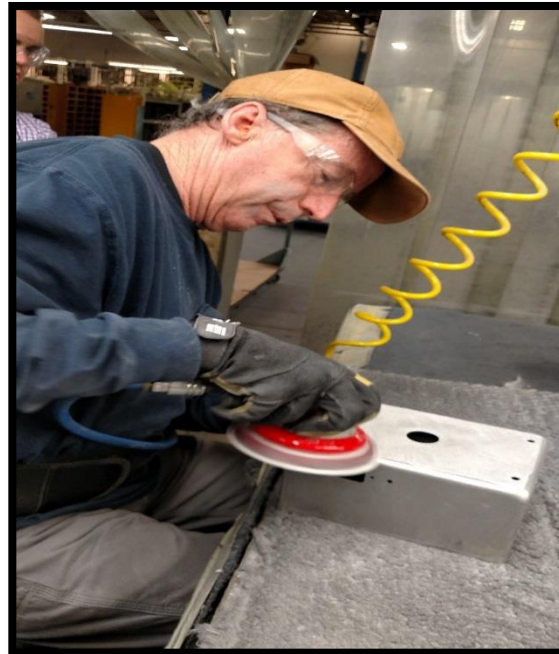
Pathways to Careers Internship



Internship began at **ZERO Manufacturing** on August 4, 2015



Pathways to Careers Internship



Worked hard and learned quickly



Job Offer



Job Offer on October 26, 2015!!!



Connie Warren
ZERO Manufacturing



Gary becomes a ZERO Team Member





THE PROCESS

- **Visual Resume – Gary Green**
 - With his experience, we were hopeful that Gary would fit in well at ZERO and be able to make a real contribution to our team.
- **The Pathways team at PARC brought Gary in to meet us and to tour the facility.**
- **I pulled our team together to discuss:**
 - The possibility of bring Gary on as a team member.
 - What their responsibility would be to welcome him and help him.
 - Any concerns they might have working with him on a day to day basis.
- **Their concerns were:**
 - Communication with him.
 - His ability to do the job.
 - How would they handle any “different behavior”.
 - His safety.
- **I spoke with the Pathways team at PARC regarding each concern.**
 - What I learned from them and through working with Gary:
 - Communication with him – it would be visual until he got to know the team and trust them. He would then make efforts to communicate verbally but still could be difficult.
 - Ability to do the job – The key was to train Gary correctly the first time.
 - How would they handle any “different behavior”. This has not ever been an issue.
 - Safety – He came in prepared by PARC Pathways team and went through ZERO’s safety training. He is very careful to follow all safety procedures.



Gary as a Team Member

Since Gary has been on board as a team member:

- He is extremely reliable
 - Has not missed a day and has never been late
- He loves ZERO – loves coming to work every day
 - Wears his ZERO shirt with pride
- He has learned a great deal in a short amount of time
 - He has progressed from sanding flats to boxes
- There is more effort on his part to communicate more with team members
 - High 5s
 - Shaking hands
 - Spin the Wheel
- The team loves him
 - He has created a stronger team.
 - The team members watch out for him.
 - The team has a great understanding and respect for Gary and other individuals with disabilities.
 - When Gary is gone, they miss him and his contribution (off on Wednesdays).

Pathways Structure, Data,
Research, Evolution
THERESE FIMIAN
SOURCEAMERICA

Pathways Proof of Concept Sites

NPAs (CRPs):

- PARC, Davis County, UT (2012)
- WORK, Inc., Boston, MA (2015)
- JVS, Detroit, MI (2015)
- ServiceSource, Northern VA (2015)

Participants:

- Individuals with intellectual/developmental disabilities and autism spectrum disorders
- Cohorts include: facility employees, Medicaid Waiver (waiting list), transition students

Coordination of Best Practices in One Flexible Service Delivery “Model”



Team Structure and Partners



Demonstration Site Implementation

- Training and technical support from MG&A, SourceAmerica Institute staff
- Guidebook/forms
- Networking, distance and on site TA
- Data collection – baseline, staff activities, outcomes
- Evaluation conducted by Mathematica Policy Research
 - Interim report completed spring 2016
 - Per person cost study to be completed summer 2016

Employer Engagement

- Development of strategic employer partnerships
- Employer Agreements
 - Partnership, Internship and Employment
 - Over 100 signed agreements with employer partners (and growing)
- Paid Internships
- Internship/employment supports facilitated by Pathways team (using systematic instruction approach) and transitioned to employer
- Employer Payroll Tax Adjustment (EPTA) as a resource to offset any ongoing employment supports

Simulation of an Employer Payroll Tax Adjustment

Concept: A model that **lowers an employer's Federal payroll tax payment** (FICA) based on the direct employment of persons who receive (or have received) federal disability (SSI or SSDI) benefits and directly addresses the current need for long-term funding for ongoing employment supports

Employment Impact: Upon permanently hiring an intern, an employer will receive a FICA tax reduction as the individual is employed. In the Utah Pathways model, the per person annual FICA reduction for interns hired as employees is:

- Employees working 30 or more hours per week (minimum wage) = \$5,000 - \$7,000
- Employees working 24–29 hours per week (minimum wage) = \$2,000 - \$5,000

Budget Impact: The EPTA is **budget positive** to the Federal treasury

The EPTA is being tested and evaluated at the Pathways demonstration sites. An amount equal to the FICA tax reduction is being paid to employers for up to 5 years from the date of hire.

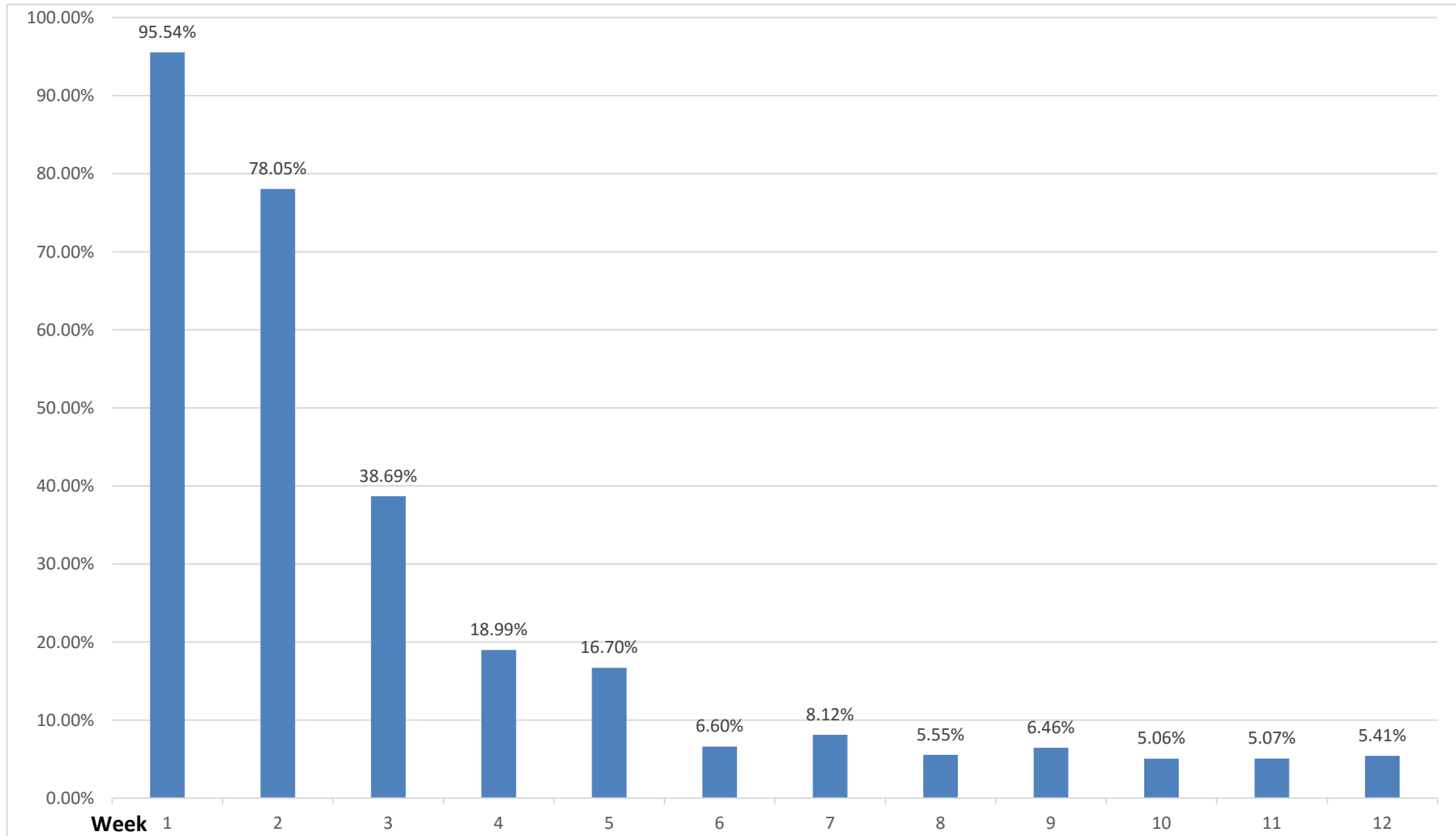
From Mathematica Interim Report

- **Significant investment needed to provide a choice-based alternative to sheltered employment for people with significant intellectual disabilities**
 - Staff training
 - Employer recruitment
 - Time
- **At 24 months, average earnings had increased by 200% percent, and SSI/SSDI monthly benefits had declined by 22%**
- **Potential long-run savings**
 - Average cost of lifetime cash benefits for SSI/SSDI beneficiaries with intellectual disabilities is \cong \$170K (Riley and Rupp 2014)
 - 22% reduction in cash benefits \cong \$39K

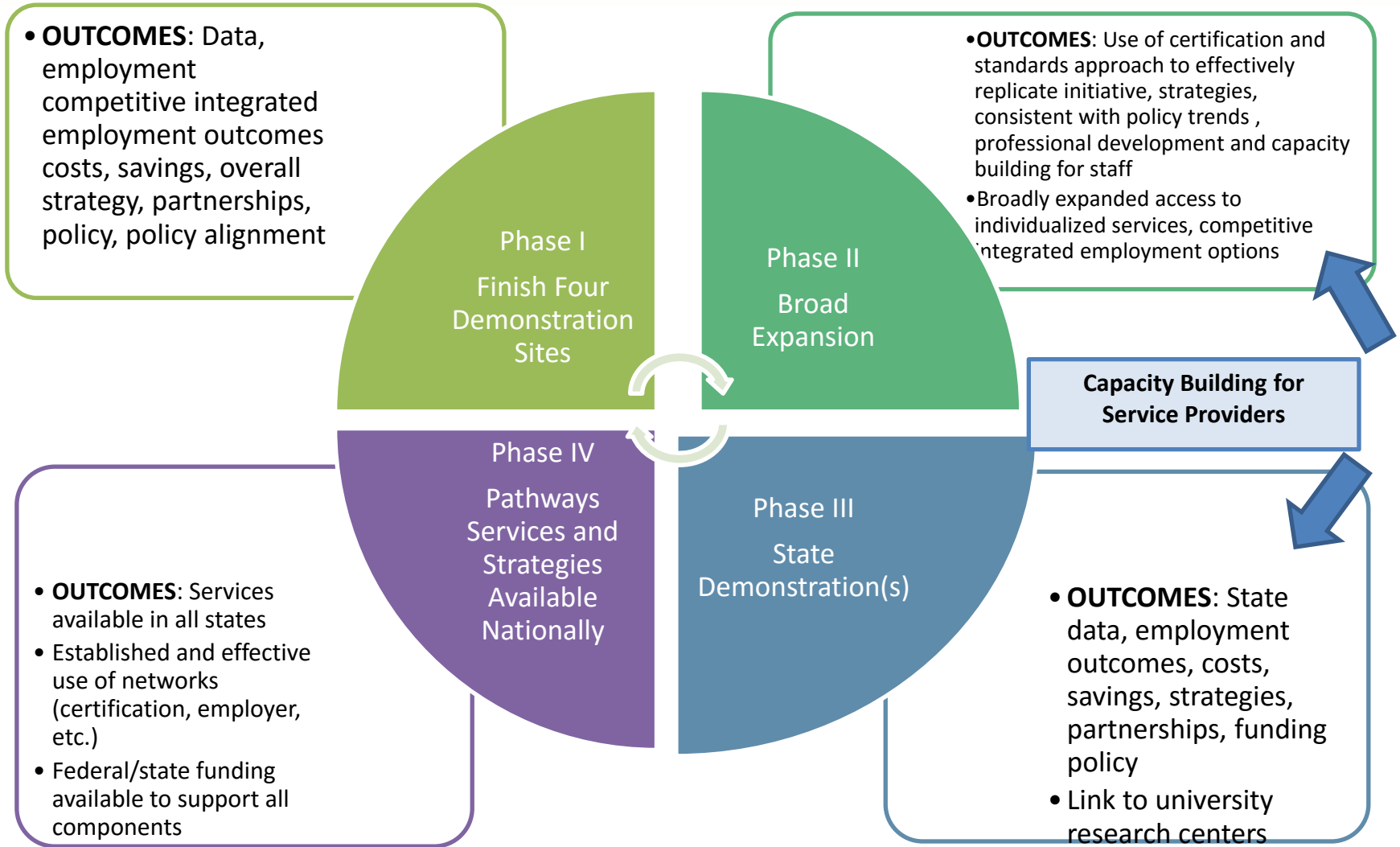
Utah Pathways Internships and Employment*

| | |
|--|--|
| Number of Participants in Internships (to date) | 54 |
| Number of Internships | 103 (11 < 2 weeks) |
| Average Hours/Week in Internship | 23.2 |
| Average weeks/Internship | 9.8 |
| Number of Jobs Offered | 34 |
| Number of Jobs Accepted | 24 |
| Employees Who Are No Longer Receiving SSI/Medicaid | 9 |
| Average Staff Support Hours for Employees During First 90 Days in a Job | 6.4 |
| Average Hours/Week in a Job | 28.7 |
| Average Hourly Wage for Employees | \$10.03 |

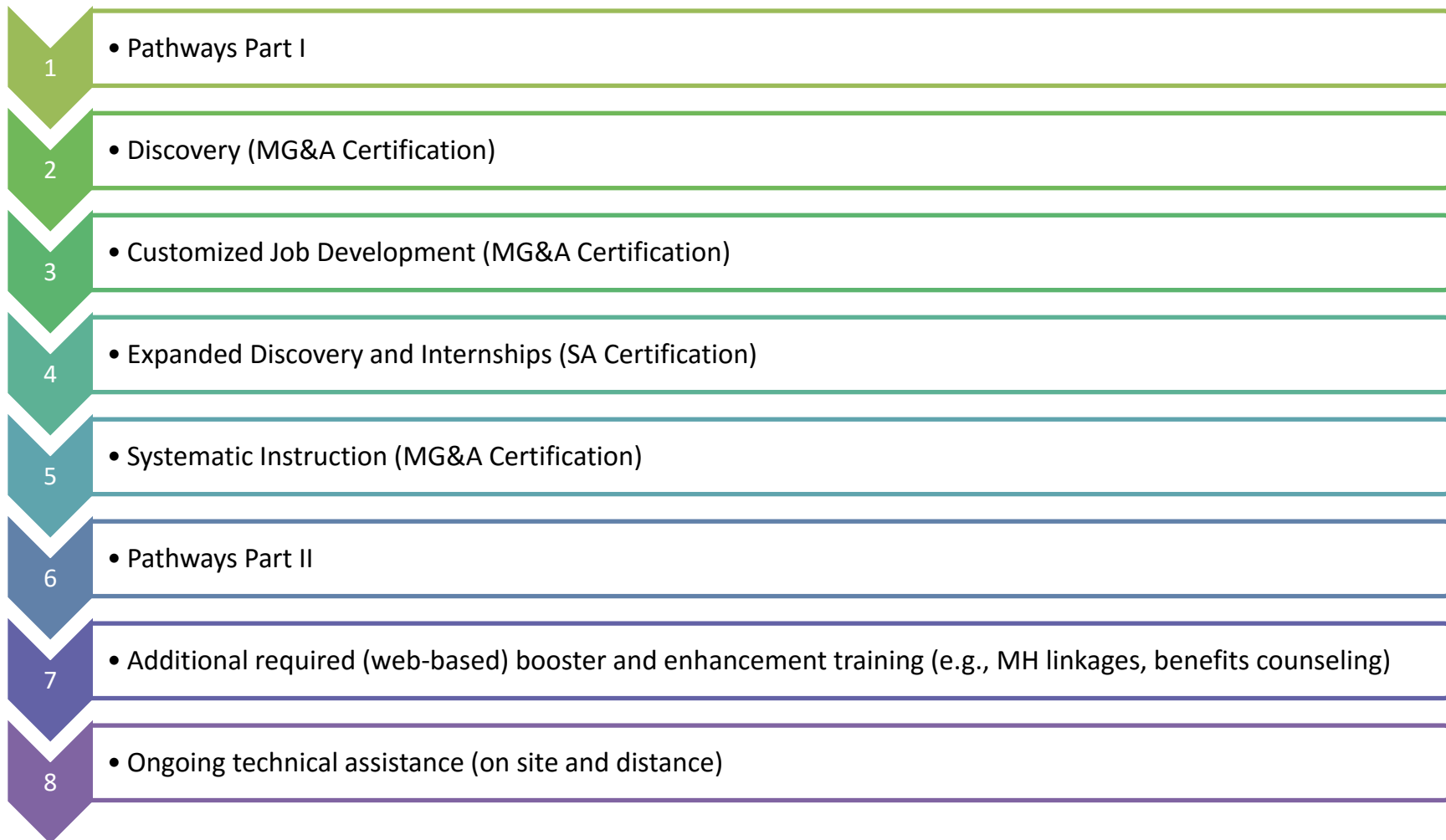
Average Percentage of Facilitator Time Spent Supporting Paid Internships



Pathways to Careers Evolution & Expansion



Training and Certification Components



Summary of Pathways Evolution & Expansion

- Work with NPAs (CRPs), transition programs/schools, other organizations, including funders, to develop and build capacity for competitive, integrated employment strategies and outcomes
- Work with states for broader implementation and development of blueprint for policy, funding, strategies
 - Align funding for services in the Pathways model with State and Federal partners
- Continue to build partnerships with employers and funders
- Establish partnerships with universities/research centers
- Evaluate outcomes, demonstrate cost savings

Thank you!

Michael Callahan

micallahan@aol.com

Therese Fimian

tfimian@sourceamerica.org

Gary Green

Contact Lars Medley for
Gary: 801-557-9926

Connie Warren

connie.warren@zerocases.com