



Roads to Community Living
Employment Project
REPORT
July 1, 2013 – June 30, 2014

“All means All”

Submitted: September 2014

Excerpt from [The Alderbrook 2007 Paper](#) by David Mank, Ph.D., Indiana University

“...All does mean all” and there is evidence to show that meaningful employment is a real possibility for every person with a developmental disability with very few exceptions; it is important to engage this discussion with individuals, families, practitioners, and policy makers, again and again, about the roots, the possibilities, and the realities of reaching this difficult, possible, and worthy goal... In continued pursuit of this, leadership discussions across roles and systems, and beyond developmental disabilities issues, are being organized to promote community participation and full employment from a broad community perspective.”

Table of Contents

1.0	Executive Summary-----	page 3
	A New Knowledge Base-----	page 4
	Anecdotal Example of Potential Change-----	page 6
2.0	Outcomes-----	page 7
	Statistics-----	page 7
	Updates and Progress-----	page 7
3.0	Strategies-----	page 12
	Increased training-----	page 12
	Increased Technical Assistance-----	page 15
	Building Local and Statewide ASD and Employment Workgroups-----	page 16
	Communication-----	page 17
	New Planning Model to use for Participant Planning Meetings-----	page 17
4.0	Success Stories to Share-----	page 18
5.0	Lessons Learned & Recommendations/Next Steps-----	page 18
6.0	Conclusion-----	page 20

1.0 Executive Summary

The quest for paid employment for the participants in the Roads to Community Living Employment (RCLE) Project continues. Having left or in the process of leaving the state Residential Habilitation Centers (RHCs) and moving into the community, most of the participants in this project have experienced significant challenges to employment including limited community living and work experience, few relationships with others besides paid support staff, a high incidence of autism spectrum disorder (ASD) and/or behavioral obstacles. Our adult employment service system has found it a challenge to figure out ways to successfully navigate and support new pathways to employment for them. However, the teams around these individuals are learning and indeed finding success in establishing communication systems, community activities, unpaid work experience and volunteer jobs, and in a few instances paid employment. The key at this point is to expand those successes, garner expertise and resources, achieve employment for them, and share what we are learning to assist those following in their footsteps.

The fiscal year 2013-2014 has been an exciting year for those involved with this project and others. Several strategies have emerged from a unique and timely convergence of like-minded individuals. At the same time RCLE teams have been struggling to learn how to serve individuals with ASD and behavioral challenges, other employment agencies began voicing concern over the high incidence of transition students exiting school and entering the adult service system with the same challenges, and *at the same time*, interestingly, the ASD Community, which has primarily focused its efforts and resources on children and school-transition aged youth with ASD, began seeking US out to learn more about the adult employment system since more and more of the young people they serve are reaching working age. As a result, ASD experts and adult employment service system experts are converging, through many different channels, meeting, communicating, and beginning to train each other (see page 12). The effect of this initial convergence has been to instill in a first wave of Employment Consultants and agency specialists a baseline of knowledge and skills to begin figuring out employment for these and like individuals. If we are able to build on this over time, we firmly believe it will lead to the reality of meaningful, paid community employment for All.

This is also something of national interest. In our search for national and international trainers and experts in the field of ASD and adult employment, we found a few pockets of expertise, but surprisingly few. So, once again, here in Washington State, we seem to be asking the hardest questions about employment for All, seeking answers, and leading the way in this important movement.

Specific strategies we have employed include (detailed below):

- Increased training to give a baseline of information and skills
- Increased Technical Assistance for 1x1 implementation and mentoring/coaching (one of the primary resources we believe we should focus on this year)
- Formation of local and statewide ASD and Employment workgroups
- Incorporation of new ASD and Applied Behavior Analysis (ABA) considerations into current person-centered employment planning models and practices, and
- Communication of what we are learning, lessons learned, and success stories.

This report outlines what we are learning and where we are going.

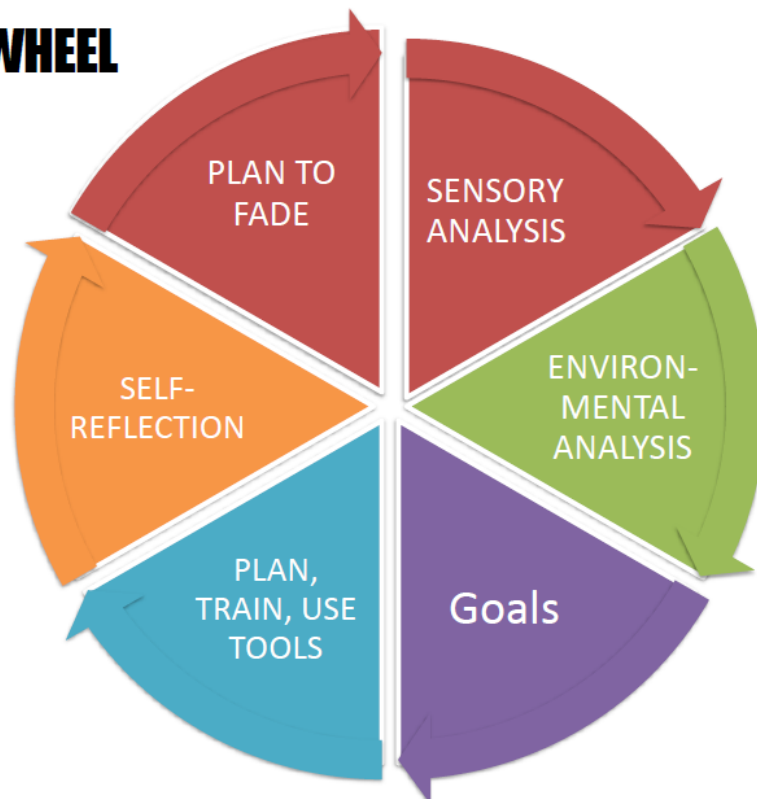
A. A New Knowledge Base

As we've gone down this path of learning, the mantra, "If you've served one person with autism, you've served one person with autism," has proven abundantly true. The challenge isn't to find one process or methodology that works, but to gather a variety of skills, tools, and knowledge to apply to each individual's specific situation. The value and efficacy of truly individualized, customized, and person-centered employment planning and support techniques has never been so clear.

Before we get into the larger-scale strategies being employed by RCLE and our collaborators across the state, it might be helpful to outline some of the specific key points of learning from this last year.

A paradigm-shifting moment of learning is occurring. We are learning that if we focus on the disability and try to "fix" the problems resulting from disability, we get nowhere. Rather, the key new tactic that has evolved, spurred on by the groundbreaking work of BCBA Shaun Wood and others, is the need for Employment Consultants and other service providers to shift their focus toward self-reflection and how they themselves either act as a barrier to or enabler of success. As a result, WISE has begun working with employment agencies and teams with a "How to Better Our Service" approach and developed a Service Wheel Model that acts as a framework to capture all the various elements experts, practitioners, families, schools, and the individuals themselves are teaching. It is also a framework that allows new tools and practices to be added as we learn more.

A SERVICE WHEEL MODEL



Let us briefly look at each of the elements of the Service Wheel and how they impact the ability of an Employment Consultant to successfully support a person with significant challenges to employment to achieve a job.

PLAN TO FADE:

- Plan to fade from the beginning – do not make yourself a required part of the job
- Engage co-workers
- Always plan goals around independence

SENSORY ANALYSIS:

- Analyze what you know about the individual's Sensory experience (recognizing you never know) – honoring Neurodiversity
- Visual, auditory, touch, olfactory, movement, proprioception
- Looking at sensory needs and the mitigation of challenges

ENVIRONMENTAL ANALYSIS:

- What are the ideal environments, supports and structures needed for success?
- In environments:
 - Observation of the person and interactions
 - What are YOU doing to effect the person?
 - What are the unfiltered stimuli occurring?
 - Sights, lighting, sounds, familiar/unfamiliar
 - People, activities, attitudes, culture, tactile stimulation, temperature, movement, freedom to move, layout, etc.

GOALS:

- Workplace expectations of the supported employee?
- Do they know the expectations? How can you support them to understand these expectations?
- How can the person continue to achieve more and more independence?
- **Ever get stuck? Defining Goals and Objectives will get you unstuck...**
- Get specialized training on using Task Analysis in the workplace
 - Find local trainers able to teach this skillset
 - Step by step, specific actions
 - Autism Internet Modules: Kid focused, but info is relevant
 - If a person is stuck go to this tool, see where the problem is
 - Practice using a task analysis on a task from your life
 - Teach a friend to do the task you practiced with
 - Take a video of yourself doing the task to be sure you record all relevant steps

PLAN, TRAIN, USE TOOLS:

- Have a variety of tools available and figure out what works for the person
 - Silence, giving time for people to respond, keep it simple, etc.
 - Visual supports and schedules
 - Social stories
 - Modeling

- Plan the break
- Safe place and coworker
- Music and Rhythm
- ALWAYS LEARN, SEEK OUT MORE TOOLS, AND GROW

SELF-REFLECTION AND ACCOUNTABILITY:

- Who needs to change?
- Collaboration with peers
- Training and mentorship
- Practice
- Video self-reflection and monitoring – how are you getting in the way and/or creating dependency?

BACK TO PLAN TO FADE:

- The Service Wheel is intended to be a continuous and ongoing tool to assist Employment Consultants to self-reflect, learn, get better at providing services, and continuously work toward the goal of supporting independence and self-directed success in employment for individuals experiencing even the most challenging obstacles to employment.

B. Anecdotal Example of Potential Change (the employee is not in the RCLE project)

WISE staff Shaun Wood began working with a new Employment Consultant who was serving an individual experiencing ASD considered “unemployable” by everyone in his life. The EC could not see a way forward. When the EC would try to teach him a skill, he wandered around the room and could not be directed to a task. They worked together to develop a goal – to wipe down a table. They task analyzed it, and videotaped the attempts to teach him how to do this task. They looked at what was working and wasn’t working. Through repeated trials, eventually, the EC was successful in training the person to thoroughly and methodically wipe down the table, which shocked everyone, including herself.

The EC decided to get him a job and set up an interview with a local employer. She worked with Shaun to develop a visual representation of the entire interview process using sequential pictures of driving to the business, entering the back door, a picture of the interviewer, the task he had to accomplish while there, and the reward of a meal afterwards. They prepared him for the process by showing him the sequence. Despite the fact that the interviewer changed, he was successful and was offered the paid job.

On the job, a few issues arose, and using the same process of self-reflection and creative problem solving, they were able to resolve these issues as well. The previously “unemployable” individual is now a paid employee and doing quite well. The EC, with a lot of confidence, is now working with her coworkers to share these new skills.

2.0 RCLE Outcomes

A. Statistics

Number in project: 22

27% Paid work

27% Unpaid work

14% Not working, in Discovery

9% Not working, in Job Development

23% Not working, not in employment services yet, on-hold, or opted out

100% Total

B. Updates and Progress

Initials	Employer/ Job	Hrs/ month	Pay/ month	Supported by - County	Progress and Needs (as reported by employment agencies)
Paid work					
CP	Paid work - Retail/ stocking	16, started 7/2012	\$147.0 4	Vadis - Pierce	Is making great improvements doing, relatively, more and more of her job and needs less support. Only one behavioral issue in the last 4 months, which is great progress. Her coworkers are more engaged with her and her boss spends about 2 minutes every morning just "talking" to her by facing her and holding her hands. We still hold her fingers to guide her to clock-in and get in the break room. We still haven't figured out how to help her get into her locker independently, so we do the combination on the lock and she does the rest. Now we just open the plastic bags, that she struggles with, she does all the lay-out herself and only needs correction 2-3 times during her shift. We're coming up with good accommodations. <u>No needs at this time.</u>
JA	Paid work – Maintenance at golf course	16 started 9/2013 and restarted 12/2013 after a break	149.12	Trillium - King	He continues to perform well at the course. His main tasks are picking up balls at the driving range, processing them through the ball washer, filling empty buckets with balls and putting them on the shelf, filling sand containers that go on each cart, sweeping, emptying trash and cleaning the bathroom. He still loves working there and always has a smile while working. The staff and members like having Jemal as part of the staff. <u>No needs at this time.</u>
TR	Paid work - Wine import business,	16 started 8/2013	\$152.0 0	PROVAIL - King	He is able to sustain an hour and twenty minutes of work. He can go an entire shift without using the bathroom (a big concern when he started). His

	laying down bottles, cleaning up trash and debris				incidence of PICA is down at work. Most importantly we've learned he is able to complete a task independently when given enough time to learn it. He is still completely dependent on a job coach for direction and a natural support has not been truly identified to help support him. <u>Needs: More training with Shaun Wood. Trying to come with a successful yet undiscovered way to teach TR how to do his job, visual supports would help. Could always use more training on working with individuals with ASD.</u>
JF	Paid work - Cleaning RV's	28 started 4/2014	258.44	Vadis - Kitsap	Doing very well at his new job detailing and cleaning RVs. <u>No needs at this time.</u>
BM	Paid work - Light office organizing and cleaning tasks – Community Living	8 started 8/2014	\$74.56	Trillium - King	Trillium is developing a new service plan representing goals to maintain and increase paid employment, including implementing tools and accommodations to increase her independence and ability to communicate with those around her, as well as implementing strategies to increase her motivation and enjoyment of work, i.e. planning a once a month outing for her to utilize part of her paycheck following pay day. Communication challenges with Community Living continue despite multiple meetings addressing this. Trillium continues to introduce new tasks and she shows motivation to be engaged with everything she tries. Her physical limitations continue to stifle her success and creates frustration. She is seeing a physical therapist once/month which is not enough and CL is looking for another provider. Trillium has suggested speech therapy services to work on her use of the iPad but no apparent movement in this. Also, over the last six months, she has newly documented seizure activity and has been being treated with medication for this which has affected her energy and sometimes, temperament. Currently working with Dan Rutten from WISE on a jig to assist her to more easily shred, to increase her employability on her job and potentially work for other employers. <u>Needs: speech therapy/communication TA/iPad, more PT services, funding for shredder (\$140)</u>
LS	Paid Work – Laundry at RHC	N/A	Paid work not due to this project	TBD – Pierce or King	RCLE met with her and need to follow-up. Was initially refusing to not work at the Rainier Laundry once she moves into community. Indications are that she might be willing to consider it now. <u>Needs: meeting, employment agency, planning meeting</u>
Unpaid work					
LB	Unpaid work - Laundry folding at a	6		Trillium - Kitsap	New person centered planning and collaboration assessment completed and being implemented with SOLA and Trillium. Some success in figuring out

	retirement facility and office tasks at office				ABA techniques to reduce her seeking and rummaging behavior. Is displaying solid work skills if she is able to stay on task. Click here for recent (8/2014) consultation report. <u>Needs: Assistance collaborating between agencies, TA for iPad and staff use, home and community enrichment</u>
LT	Unpaid work - Hospice Thrift Store, sorts and bags, hangs items on garment racks	6		Trillium - Kitsap	LT has learned how to place price tags on items and take them to the sales floor. She has learned how to sort donated items and hang items and place them on a garment rack. Trillium is trying to find the appropriate environment where she can independently maneuver in her work environment. Struggles with depth perception. Shadows on walkways are difficult – she can't tell if the ground is flat or needs to change her footing. She enjoys standing while she works and working with large, textile objects. Currently working with Val from Conscious Moves on job development strategies. Also, have the use of Beth from DSB. Currently enrolling in DVR services and getting through them an effective communication device. Trillium is creating an electronic career portfolio and testimonial of her supervisor at the thrift store. She is also part of the Kitsap C4 project. <u>Needs: Continued TA</u>
JR	Unpaid work – parking lot maintenance, community-based assessment	12		Northwest Center - King	At first was missing a lot of his assessment days due to weather but after a planning meeting in June has corrected that. Issues working on: prioritizing work days over other activities, endurance and stamina working more than a one hour shift, and safety since he tends to become fixated on trash and not notice moving vehicles (currently working on strategies to overcome this). His motivation to work has recently increased, so much so that he has shown up to work on days not scheduled. NWC plans on moving him into job development in August. <u>No needs at this time.</u>
TM	Unpaid work – moving chairs and boxes at a church	12		Vadis - Kitsap	He is volunteering again after a brief hiatus to get some things stabilized, this time at a church relocating chairs and boxes between two office locations and did incredibly well. It remains clear that moving items and utilizing his gross motor skills is the best job match. Golf course worked was ruled out as an acceptable job match when it became clear that the bending over portion of the task was undesirable. His residential staff tried to take him to a DVR Orientation meeting, but he wanted no part of going into the room and it was necessary to take him back home. Arrangements are being made to set up a private orientation with DVR as an accommodation. Vadis continues to pursue paid employment opportunities.

GB	Unpaid work - NW Fish Food Bank, sorting and packaging, in job development	6		ENSO - Pierce	Adjusted to new staff. Is now in DVR job development services with a couple promising leads. Is doing well with changes as long as he's given time to adjust. Continues to volunteer and is trying new and different tasks. <u>Needs: Communication TA to better understand him and his needs.</u>
ME	Unpaid work cleaning at a bookstore, in Job development	6		Cascade Vocational Services - Whatcom	Is cleaning, wiping down counters and mirrors, has low stamina but it's increasing. States she wants a custodial job but has difficulty reaching up, bending down, and targeting dirt (even though she says she is good at this). Forgot the routine and route after one month. Social interaction low. At 3 rd month started saying to job coach, "You hate me" repeatedly, but they had a big breakthrough when the job coach honestly started saying back, "Is that true?" She stopped after that. They have a great job developer on board who is approaching 6 employers. <u>Needs: Could use some TA to figure out a good job match and possibly to help figure out interpersonal issues.</u>
Not Working, in Discovery					
DC	Not working, in Discovery	N/A		SL Start - Cowlitz	Meets job coach for 1.5-2 hrs each time. Was volunteering at an elementary school garden but now literally runs for the door upon arriving. Has lost interest in puzzles. Now, going for walks, with residential staff, and he focuses on the sidewalk, unaware of other surroundings or danger. No longer startled by loud cars. Shows no interest in interacting with community members. He continues to not look at them or step aside when we walk past them, and has even walked into people. Staff physically guide him to avoid this. His skills are increasing: he can now put his own slip-on tennis shoes on when he wants to, is self-toileting at home, and walks away from his roommates when he does not want to be near them. He calmly waits for one roommate to crawl past him without getting overly upset. He makes huffing noises through his nose, but does not appear to want to physically touch the roommate in order to get him out of his way. He sits on the porch swing with his roommate and appears to enjoy himself. He does not touch, look at, or verbally communicate with his roommate, but seems content to sit near him. He shows strong interest in going for car rides, eating, drinking, being outside, and playing with yarn/string by twirling it in his fingers. Residential staff and I continue to brainstorm ideas of activities that will interest and benefit him. <u>Needs: Brainstorming, ideas.</u>
TE	Not working, in Discovery	N/A		HCC - King	HCC is working with WISE staff Shaun Wood to set clear goals and develop a community work assessment site. He is currently trying different office

					tasks at HCC's offices, and they are struggling with finding the right task and structure for him to succeed at. <u>Need: Continued work with consultant.</u>
EN	Not working - Lives at Fircrest, moving into community, in Discovery	N/A		Work Opportunities - Snohomish	Person centered employment plan conducted. Team is figuring out her upcoming move. Work Opportunities is performing Discovery with her at Fircrest. <u>No needs at this time.</u>
Not working, in Job Development					
JH	Not working, in job development	12		Holly Ridge - Kitsap	Employment site at Holly Ridge ended June 30 since closing down Group Employment. Looking for a volunteer site and a paid position. Participated in a trial work situation on a local farm, enjoyed the work, and tolerated the change in program. Learned to talk with him re: changes in transportation or locations - forgetting this step creates difficulty. Likes to be outdoors, kept busy (idle time does not work), likes continuity and does connect with people, and enjoys sharing his humor with others. <u>Needs: To find the right supported environment and employer he can connect with and a supportive coworker. Once employed, will need transportation, perhaps new clothing, and enough support hours on the job. We anticipate we will need training/TA once a job is found, e.g. systematic instruction, developing natural supports, etc.</u>
RN	Not working, in job development, looking for new volunteer site after he was asked to leave the old one	6		Vadis - Kitsap	Residential staff had been arriving to the volunteer site 10-15 minutes prior to his start time and having him wait inside the van which caused him frustration. Vadis discussed this with SOLA and his arrival times improved, but he was asked by the worksite to leave because he repeatedly displayed behaviors aimed at breaking coffee cups and flower pots. He was doing very well at the work tasks (loading and hauling soil, and washing pots) and working outdoors and using large gross motor skills which still seem to be the best job match. Vadis is working on finding another location with new gross motor skill tasks to work on while continuing to look for paid employment opportunities meeting his needs. <u>Needs: continued work with Monica Meyer.</u>
Not working, not in employment services yet, on-hold, or opted out					
KW	Completed school, now working to get DVR on board	N/A		TBD - King	Residential situation stable with minimal issues due to staff who understand him and have built working relationships with him. Has done okay with some staff turnover. This fall will be difficult for him to not return to a 5 day/week school routine. Will continue to have occasional to infrequent outbursts that require

					supports to consider best environments, flexibility as needed, very individualized approach with staffing. <u>Needs: Employment provider who can learn from PSRS team regarding approach and staff time to train them. Residential agency is having difficulty retaining staff - the market for direct care staff is in dire need of qualified staff.</u>
JM	ON HOLD - Golf ball pickup and cleaning	8	\$73.52	Trillium – Kitsap	Has been off work since last October 2013 due to aggression towards Trillium staff while working. They tried to figure out supports and intervention, but his aggression continued to stay at an elevated level. They worked with consultant Monica Meyer and approached David Pitonyak about getting some TA. However, after JM went to Rainier School for a short-term evaluation, Trillium's services were suspended, and he is still there since SOLA feels they do not have the resources to help them deal with his frequent aggression. <u>Needs: Additional TA is definitely needed.</u>
MJ	Not working - Interviewed vendors, moved to community	N/A		N/A- Pierce	Chose not to pursue employment
SW	Reportedly in unpaid work	N/A		Service Alternatives – Island	Declined involvement in the project
RM	Not working	N/A		TBD - Pierce	Lost touch with him, trying to contact, was working with Tim Corey on employment planning, county and team nonresponsive

3.0 Strategies

- A. Increased training is occurring for Employment Consultants serving people in the RCLE project and others working with individuals experiencing ASD and behavioral challenges. Roads to Community Living invested in these trainings along with Clark, King, Kitsap, and Snohomish Counties' Developmental Disability programs. WA State trainings were coordinated by O'Neill and Associates, Service Alternatives, RCL staff, and WISE. These were extremely popular and well-attended training sessions:

Date	Training	Trainers	Coordinated by	Trainees
7/24-8/9/2013	Institute of Applied Behavioral Analysis (IABA) Summer Institute	Dr. Gary Lavigna and Dr. Thomas Willis	IABA	2 Trillium Staff from Clark and Kitsap Counties and 1 WISE staff

10/16	ASD and Employment Services – How Can We Improve Our Services? (2-hr Webinar)	WISE Staff Shaun Wood and Jim Corey	WISE	Statewide Employment Consultants, families, teachers, residential providers, and others
10/17	An Introduction to Serving Individuals with ASD (2 3-hr training sessions)	Dr. Nicolette Brigham, UW Autism Center	O’Neill & Associates	King, Kitsap, Pierce, and Snohomish Employment Consultants and Residential Staff
11/5	Supporting Successful Employment for Individuals with ASD (6-hr training session)	Dorothy Blubaugh, Employment Services Director of the IABA	O’Neill & Associates with assistance from WISE	King, Kitsap, Pierce, and Snohomish Employment Consultants and Residential Staff
12/3	Positive Practices in Behavioral Support (6-hr training session)	Dr. Gary LaVigna, IABA	RCL and Service Alternatives	Various DDA Support Providers
12/12	Communication Strategies and Supports for People on the Autism Spectrum	Jennifer White	O’Neill & Associates	King, Kitsap, Pierce, and Snohomish Employment Consultants and Residential Staff
1/9	An Introduction to Serving Individuals with ASD (6-hr training)	Dr. Nicolette Brigham, UW Autism Center	O’Neill & Associates with assistance from WISE	King, Kitsap, Pierce, and Snohomish Employment Consultants and Residential Staff
1/27	ASD and Employment Services – How Can We Improve Our Services? (6-hr Training)	WISE Staff Shaun Wood and Jim Corey	O’Neill & Associates with assistance from WISE	King, Kitsap, Pierce, and Snohomish Employment Consultants and Residential Staff
3/4-6	Virginia Commonwealth University (VCU)	Paul Wehman and VCU Staff	O’Neill & Associates	Select cohort staff from King, Kitsap, and

	Autism and Employment Trainings			Snohomish employment agencies and WISE
4/8-9	Autism – Sensory Movement Differences	Ann Donnellan & Martha Leary	RCL and Service Alternatives	Kitsap, King, Snohomish, and Pierce County RCLE (and other) Employment Consultants, residential staff, and RCL staff
4/11	Jobs and Roads to Community Living Employment– A Day of Collaboration with Griffin-Hammis	Cary Griffin	WISE	Kitsap, King, Snohomish, and Pierce County RCLE Employment Consultants and RCL/DDA staff
4/18	Applied Behavioral Analysis in Support of Adults with ASD in Employment	Peter Gerhardt	RCL and Service Alternatives	Kitsap, King, Snohomish, and Pierce County RCLE Employment Consultants (and others), residential staff, and RCL staff
4/29	ASD and Employment Services – How Can We Improve Our Services? (6-hr Training)	WISE Staff Shaun Wood and Jim Corey	WISE	Asotin County Employment Consultants
4/30	ASD and Employment Services – How Can We Improve Our Services? (6-hr Training)	WISE Staff Shaun Wood and Jim Corey	WISE	Walla Walla Employment Consultants, teachers, families, residential agencies, and county staff
5/14	Advances in Employment from WA State – When Business Demand and Individual Need	WISE Staff Jim Corey and Susan Harrell	IMFAR	IMFAR World Autism Research Conference Attendees in

	for Employment Meet (1-hr keynote presentation and 2 1-hr breakout panels)			Atlanta, Georgia
5/28	ASD and Employment Services – How Can We Improve Our Services? (2-hr Webinar)	WISE Staff Shaun Wood and Jim Corey	WISE	Statewide Employment Consultants

B. Increased Technical Assistance – Now that a first wave of RCLE Employment Consultants are trained in the basics of working with people who experience ASD to find and maintain employment, including self-reflection, several agencies have asked that they receive specialized Technical Assistance and mentoring to assist them in the community, 1x1 to work with individuals. **We see this as a major need and way forward toward employment moving into the next fiscal year, since knowledge and skills need to be applied to real work situations, practiced, honed over time to be effective, and often a mentor or coach is the most powerful support for that.**

TA that is and has occurred:

- Consultant Monica Meyer, with Kitsap County DD funding, has for many years and is consulting with Vadis staff and others in Kitsap County on RCL participants **JF**, **RN**, and **TM** and with Holly Ridge Center on **JH**.
- WISE Staff Shaun Wood, a Board Certified Behavioral Analyst (BCBA), worked directly with employment agencies serving RCL participants on goal setting and ASD support strategies. He worked with Trillium Employment Services in Kitsap County on **LT**'s team, with PROVAIL in King County on **TR**'s team, and Highline Community College in King County on **TE**'s team.
- WISE staff Jim Corey worked with Trillium and SOLA in Kitsap County on **LB**'s team and consulted/made recommendations on home and community support strategies to support independence and success on the worksite. [Click here to read the Report.](#)
- Consultant Teri Johnson worked with Vadis in Kitsap County on Systematic Instruction and Training strategies to assist with **JF**, **RN**, and **TM**'s teams.
- Consultant Debra Mclean worked with Kitsap County Holly Ridge Staff on Person Centered Employment Planning and Strategies in support of **JH**'s pathway as well as others as they close their Group Supported Employment Program
- Consultant Val Morgan, a job development and marketing expert, has begun working with Trillium Employment Services in support of **LT**'s job development process.
- WISE Staff Marsha Threlkeld worked briefly with Trillium in King County in support of **BM**'s communication system/iPad use.

C. Building Local and Statewide ASD and Employment Workgroups – Given the increased demand from DDA-contracted employment agencies including ones working in the RCL Project to learn more about ASD support strategies and employment, and the concurrent strong interest from the ASD Community to learn more about the adult employment system, WISE, as part of RCL, assisted in forming a statewide workgroup. We worked with the WA State Developmental Disability Council to identify members of the WA Autism Advisory Committee (WAAC) interested in employment, and engaged others in conversation around employment.

- 2013-2014 – WISE was involved with the **O’Neill and Associates Quad-County ASD-Employment Cohort and Training Series** (see training events above) with King, Kitsap, Pierce, and Snohomish Counties
- July 15- As a follow-up to conversations started the previous year, Monica Meyer and WISE coordinated a discussion with several interested participants to discuss ASD and Employment training and development of Standards of Practice
- September 9 – WISE met at the UW Autism Center with Kitsap County DD, Monica Meyer, UW Autism Center Nicolette Brigham, and Children’s Hospital Autism Center Director Gary Stobbe to discuss training strategies and a potential training pilot for Employment Consultants.
- January 24, 2014- The **RCLE Statewide Steering Committee** met. [Click here to read the notes](#). Key points discussed were:
 - Individuals’ progress
 - Can residential supports, e.g. SOLA and others, provide support on volunteer jobs to free up Employment Specialists to job develop
 - How to mitigate perpetual Discovery services - are there goals and planned outcomes
 - Successes
 - County notification
 - How can ABA be further used
 - Community Connectors - tag onto things already happening in the community; don’t try to create new things

A number of Recommendations were made and are included in the Recommendations below.

- July 2013-Present – **WISE-Trillium ASD and Employment Workgroup**
 - July-August - Trillium and WISE Staff attendance at IABA Summer Institute
 - September 19 - Trillium and WISE Staff met to discuss what was learned at the IABA training and how to implement strategies with individuals being served
 - April 15 – Trillium, WISE, Jennifer White from Able Opportunities, RCL, and DDA staff met to discuss implementing ABA and brainstormed potential tools and resources to assist with the employment pathways

for individuals with high acuity, ASD, and behavioral challenges

- May 30, 2014 – After a year of training and collaboration, WISE hosted an online **ASD-Employment Forum** to discuss ways forward. [Click here to read the meeting notes.](#) Attendees included O’Neill and Associates, WISE staff, Consultant Monica Meyer, UW Autism Center, Children’s Hospital Adult Clinic, RCL staff, DDA staff, several county DD program coordinators, employment agencies, and DDC staff. Topics discussed were: what is going on with each of our groups, and brainstorming re: moving forward. We have worked their recommendations into the ones at the end of this report.

D. Communication - This strategy needs to be focused on and developed more in the coming year, perhaps with the formation of a Community of Practice (COP). See Recommendations.

- We have continued to add new stories, including a revised video of TR by Grier Jewell, and Service Alternatives’ Community Newsletters to the www.liveinclusive.org website
- We coordinated with Karen Williams a panel session of RCLE teams at the **Community Summit** in June. Karen Williams (Trillium) and Jim Corey (WISE) facilitated the conversation, “Collaboration on the ground – Stories from the Roads to Community Living Employment Project” to share stories of how residential, employment, and technical assistance staff successfully worked together in unique ways. Panelists included: **JF’s** team members Deanna Wentz (Vadis), Consultant Monica Meyer, **LB’s** team members Heidi Scheibner (Trillium) and Lori Morton (SOLA), **TR’s** Employment Consultant Brian Chapman (PROVAIL), and **JA’s** Employment Consultant Russ Crown (Trillium).

E. New Planning Model to use for Participant Planning Meetings. - Using the new specific tools we are learning, specifically around Sensory and Environmental Analysis, we adjusted and incorporated these into our person-centered employment planning model. [Click here to view the Planning Model.](#) We are also using this model in the King County School-to-Work High Support Needs project.

1. **MJ in Pierce County:** October 8 – Met potential RCLE participant MJ to discuss employment at Rainier School and began setting up vendor interviews. November 19 – interviewed with ENSO. MJ decided, after moving to the community that she did not wish to seek a job at this time
2. **KW in King County:** October 22 – Conducted person-centered employment planning with family, school staff, DDA CRM, RCL staff Miguel Salas, and PSRS residential staff
3. **DC in Cowlitz County:** October 23 – Conducted person-centered employment planning with participant, family, residential and employment staff Service Alternatives
4. **JR in King County:** December 18 – Conducted person-centered employment planning with participant, residential staff and employment agency Northwest Center

5. **LS in Pierce County:** January 13- Met potential RCLE participant LS to discuss employment at Rainier School. Was told to take this very slow since she was most interested in continuing to work at her current job at Rainier School and wouldn't consider other work. Need to follow up on this discussion
6. **ME in Whatcom County:** March 11 – Conducted person-centered employment planning with participant, residential staff, DDA CRM, and employment agency Cascade Vocational Services
7. **EN in King County (currently living at Fircrest):** May 7 – Conducted person-centered employment planning with family, DDA RCL Regional CRM, and employment agency Work Opportunities
8. Worked with Tim Corey on finishing person-centered plans for **SW in Island County** (decided against employment services) and **RM in Pierce County** (lost contact)
9. **Two individuals were referred to the project from Spokane County** – We still need to coordinate and schedule these planning meetings

4.0 Success Stories to Share

[JF PPT](#)

[JA Video](#)

[TR Video](#)

[DC Newspaper Article](#)

[Community Summit Prezi](#)

www.liveinclusive.org website

5.0 Lessons Learned & Recommendations/Next Steps

- A. Collaboration – When teams (residential, employment, family, DDA CRM, TA, schools, etc.) communicate and collaborate, we find success. Where they do not, we see failure. Some teams have struggled to communicate, collaborate, and ensure people are accountable, follow plans, and follow through with agreed-upon actions. Holistic supports and working in tandem are vital. There is a tendency for service providers of all types to put themselves in a caretaker and protector role, in which they become the intermediary between the person and the community and/or employer, and install barriers or deficits in people's lives to keep them safe. We need to instill in people that their role should rather be facilitators or teachers, who assist the person to more independently form their own direct relationships by teaching and allowing choice, figuring out communication, and allowing greater freedom, which can and usually does significantly reduce challenging behaviors and difficulties. This is a huge need if people are going to be able to become more autonomous and independent in their community and work activities. **Recommendations: Put in place a system for improved communication, possibly through assistive technology and software or other systems designed to assist**

with this. Also, gather the teams from across the state for a full day of collaborative learning focusing on what's being learned, how to implement creative strategies, and how to become unstuck. Work with DDA CRMS and residential agencies on teams which are having difficulty collaborating. Stress the importance of belief that people can work, a "what will it take" mindset, and figure out "how we can do this together." Figure out how to address this sensitively and collaboratively. Support and invest time in collaborating not only within teams but between teams. Pilot, with input from the Steering Committee, a new "Discovery Process" which clearly defines roles, action steps, and accountability measures.

- B. Increase Residential Staff Involvement - The Steering Committee would like us to explore how residential supports could potentially be engaged and provide increased support on volunteer jobs to free up Employment Consultants to do more job development. Are they willing? **Recommendations: Engage DDA HQ, Regional Field Services and DDA RCL regional liaisons, and SOLA in a discussion. Start with the understanding that we know residential agencies are having a very difficult time with turnover and finding quality and skilled staff. At least start this conversation.**

- C. Reduce "Perpetual Discovery Services" – Many individuals are in very long-lasting Discovery lasting in some cases three years or more. The sense is that the Employment Consultants do not know how to move forward. **Recommendations: Help teams define clear measurable goals and objectives, either through team meetings or TA consultations including potential Functional Behavior Assessments if those would be helpful. Get a third set of eyes on these cases.**

- D. Continue ASD and other Related Training - **Recommendation: continue working with our training partners to offer high quality training to expand baseline of information and skills. We need ongoing training for new staff, and advanced training and TA for more experienced staff/agency specialists to build local and statewide capacity. Support Quad-County Cohort. Look at forming cohorts in the southern and eastern parts of the state as well.**

- E. Increase Technical Assistance/Coaching/Mentorship to Individual Teams – WA State has an incredible array of highly specialized and effective trainers and experts. **Recommendation: Come up with a clear manifesto to share with our experts, engage them, query teams re: their specific TA needs, and invest in that TA to give the teams the on-the-ground mentorship they need to make employment happen for the specific people they serve. Examples of TA: Task Analysis, job development and marketing, planning techniques, communication, applied behavioral analysis, Discovery, etc.**

- F. Statewide Communication - **Recommendations: produce and share in-depth success stories showing both the struggle and advances; start to build a**

Community of Practice which can gather online regularly to share lessons learned, struggles, ideas, and ways forward. Expand the www.liveinclusive.org website for this purpose. One method: Identify 8-10 employment agencies, link on a weekly basis via teleconference to the expert, 10-15 minutes didactic, 45 minutes case presentations. Rotate experts, capture and share learning, listening, and follow-up. Look at “ECHO” model out of University of New Mexico, UW is rolling it out across medical domains with providers... could use with vocational providers, transition teachers, in-home care providers, could be great...

- G. County notification – Often counties are unaware, or do not realize, that new people are moving to their communities from the RHCs. **Recommendation: Work with RCL liaisons, DDA, and Counties to strengthen notification and planning procedures. Rely on the regional RCL DDA Liaisons.**
- H. Community Connectors – Community Connector activities in this project have tapered off as teams are not clear on how to move forward with these in addition to their regular service provision. **Recommendation: Re-engage counties in this process, brainstorm, tag onto things already happening in the community (don't try to create new things), and approach it as something that will help agencies expand their employer and community networks and contacts. Share stories of success as they happen and how connected community members have assisted. Try an experiment in a county engaging a banker.**

6.0 Conclusion

Facing the daunting question of employment for All, we are faced with the basic question: How are we the barrier? Finding jobs for those who require highly customized situations continues to be a struggle. It is our opinion that this is not a result of the person not having the ability to work, but rather that the employment service providers and teams around the individual need more training, better skills, and intense Technical Assistance to figure it out. Those who are now finding success are our pathfinders and collaborators. They are very excited to be trying to figure this out with us. We have the expertise and resources available and need to deploy them more effectively. We might consider creating a manifesto, and using it as an organizing document.

We firmly believe we will be able to figure out jobs for All.