RCL Residential Employment Collaboration Project 2014-2015

Final Report

Contract Period July 1, 2014 - June 30, 2015

Table of Contents

I. Project Summary

WISE did not fully create the RCL Residential Employment Collaboration (RCL-REC) Project as originally envisioned this year. However, a tremendous amount was learned about how this project needs to be structured to be ultimately successful. Important clues were gleaned about where the systems and people are getting stuck in the process of trying to achieve community inclusion and employment for individuals with the most significant challenges to inclusion, specifically those leaving the RHCs.

Three of the major questions WISE and DDA set out to answer in this project were: 1) Why are RCL participants not getting jobs? 2) Why are they and others getting stuck in Discovery? And 3) Does conscious collaboration among residential, employment, and other team members assist people in moving forward toward their goals? What follows is what WISE is learning about 1) and 2), and there is clear indication in most cases that for 3), collaboration does help people move forward.

Develop and facilitate a collaborative person centered planning model process with RCL participants, their families, residential providers, employment providers, county coordinators, DDA case managers, other interested agencies and community members to develop strategies/innovations, share information including job leads, and to collaborate on job development for individuals.

Facilitate person centered plans and follow up action meetings for RCL participants as requested, while providing consultation and technical assistance to support the collaborate process.   Provide monthly updates for all RCL employment participants regarding progress on plans, discovery process, and employment outcomes.

Establish formal agreements which outline roles and accountability for carrying out the RCL participants' person centered plans which result in gainful employment. Include in model process for people in and out of RHC:

> **Develop a Discovery Process that includes a consistent process with accountability and outcome measures that shows progress toward employment goals of individuals.**

> **Identify the person's interests/desires and goals re: community involvement and gainful employment**

> **Maintain and/or secure the appropriate providers and supports which will assist the personal support networks to achieve these goals. Include roles, action steps and accountability**

> **Identify strategies to develop and secure "community connectors" in local communities who can help to identify potential job leads, make introductions to people/places in the community, and to work with local businesses.**

II. Current Scope of Work:

WISE initially developed a PCP and tracking process which included both residential and employment goals. It was reviewed and revised by the Steering Committee and included: a team charter, a goal tracking tool, and a Model Process for noting where the person is at and how well they are advancing through the stages of employment and community integration. Click here for the original model.

The Tracking Tool at *Appendix A* is used to show where each person is currently at in their process and progress forward. It gives a clearer picture of where people are getting stuck, and indications of strategies to use to move forward.

Person-centered plans and updates were facilitated with participants who were ready for them, and several had been done previous to this contract and only required updates. See *Appendix B* to view the planning documents. One participant has not yet received a person-centered plan due to systems conflicts. Another has not had an update because his team has been extremely busy with residential support and navigating the DVR process. Goals and notes are tracked and shown at *Appendix C.*

III. Lessons Learned:

- **Staffing:** To be successful, this project needs a 1.0 full time employee (FTE) with the suggested scope of work of 50% Systems and Culture Development, and 50% Individual person-centered planning (PCP) facilitation/REC collaboration.

- **Time commitment:** The time commitment to successfully implement this project is significant for the Manager and Teams. In order to more properly recruit, prepare, and engage people and their teams, a much better orientation is needed to prepare them for this process. This orientation would include a platform to address the myriad of cultural and functional issues present. For example the Team Charter, Goals, and Tracking Tool take a full meeting to cover and determine. In addition, it can take 1-3 months to get the team members back together for the actual planning meetings. With a concern for time, WISE decided to review the tools with the teams before the planning process, but not slow progress down by going into detail. Rather, the planning process was the focus at the first meeting. WISE expected to return to the tools later, including signing the charters and sharing/using the tracking tools, but this did not happen. Instead, the tools were used for internal management of the teams.

- **There is a significant cultural gap between RHC and community-based services staff: The following examples help identify some of the struggles and barriers to progress the different teams experienced during the project.**

    - RHC staff were often concerned that the positive behavior support plans they'd created and implemented to keep the person safe and healthy could not be implemented or

transferred to the community. Concerns were centered on inadequate oversight and danger in the community. Many staff were unaware of how Community Residential or Employment Services work (with the exception of some Fircrest staff who were quite knowledgeable and connected).

- Community staff were often upset by what they saw and experienced a conflict between their values of personal power and choice and how they perceived power, choice, health and safety in the RHCs. A few staff expressed that they did not want to return and were not interested in learning from RHC staff how to serve the person.

- Investments to inform and unite the divergent RHC and DDA Community service staff are necessary. Without such an investment and progress toward a mutual understanding of each other and how to work together, the transition from one to the other will continue to be hindered by hidden and potentially powerful obstacles. One solution may be to identify peers across the systems who perform similar roles, and engage them in conversations to specifically address how their particular services translate to the other side. This could begin with just simply understanding how the other side works.

- The back and forth from community to RHC services is driven by crisis. Once the crisis is resolved, it's the intention of the RHCs to move the person back to the community. Real and strengthened relationships locally and statewide, between the RHCs and community service providers would help diffuse the angst and mistrust which can hinder these transitions and make them more difficult than they need to be.

- **Positive Behavior Support Plans (PBS Plans) that are effective in highly controllable environments usually do not work in community environments in which the person must develop and express their autonomy. A new type of PBS Planning and philosophy needs to be developed:** Participants living in RHCs often have PBS Plans in place which are very effective in managing life challenges for them, and are instituted, enforced, and managed by RHC staff. In these predictable and controllable environments, these plans work to keep the person safe and healthy. However, these type of plans, managed by staff, will not work in community environments which are often unpredictable and uncontrollable and which require the person to develop and express their autonomy, such as a paid community job.

What is needed is a new PBS Planning philosophy and practice which:

1) Honors the individual and their ability to manage their own behavior, as opposed to having it managed for them, allowing them to become independent

2) Develops self-management protocols which the person is able to use to mitigate their own challenges in the community, with clear choices, boundaries, rules, and natural consequences for their choices, along with safety nets and exit plans in place, and

3) Shifts the perceived and functional role of support staff from those who manage a person's behavior to those who <u>facilitate a person's own self-management.</u>

This is obviously a huge challenge, but investing and developing it may provide the critical tool needed for true community inclusion and employment for those now considered "unemployable". WISE's sense is that it will also help service providers understand that people are indeed capable of self-management, something we as a service system currently lack belief in. People will be able to self-manage if we set it up correctly, make it predictable and understandable, facilitate it skillfully, and give them the chance to try.

- **<u>Employment Specialists "get stuck" in Discovery with people with the most significant challenges</u>**:

Employment Specialists trying to figure out how to integrate people with severe behavioral challenges (for example: screaming, hitting self, dropping to the floor, etc., every 3-4 minutes, and/or unpredictable episodes of aggression, etc.) into new community and work-related activities get stuck in perpetual Discovery services. This happens even for people without such severe challenges but for whom the Employment Specialists are just trying to hold onto the current situation and keep it manageable. Becoming stuck in Discovery is also sometimes the result of the employment specialist's perceived lack of time or vision of a way forward.

  - Routines and programs that have been set up long ago can become comfortable. This is especially true when they are in controlled environments such as agency conference room, volunteer positions that are familiar, or public places that may have no direct connection to a job. There is a basic discomfort with trying something new and potentially unpredictable in the community, especially when an employment specialist may feel they are doing their best just to keep the current situation afloat. They are stuck in that they do not know how to go out and try new things or meet new people in the process, let alone find a valuable role and job that the person will be able to perform. They need help to move out of that space.
  - It is proving extremely helpful to have a technical assistance consultant (TA) assist with this. The two types of TA that seem the most helpful are: 1) TA by someone skilled at community mapping and preparing Employment Specialists by identifying, approaching, and opening dialogue with a variety of community businesses to try new Community Based Assessments and/or Job Trials, based on the interests and preferences of the person as identified during planning. And 2) TA by a Board Certified Behavior Analyst (BCBA) or similar professional to help identify what the person is communicating or how they are fulfilling their needs through specific behavior/actions, as well as helping find alternate ways to communicate/fulfill those needs. This is the first step which allows the Employment Specialist to really get to know the person more fully, do a better job of discovering their latent skills and abilities, and get better

as trainers and facilitators, not caregivers. Click here for a sample of the work performed with a TA provider to assist a team in moving forward

- We must train all Employment Specialists to shift their thinking about their role from that of caregivers to facilitators. They cannot be the primary link between the person they serve and the community entity that person is trying to connect with. Rather, they need to learn how to facilitate direct relationships between the people they serve and community entities, as a coach does, from the side, assisting each in figuring out how to communicate and interact directly.

NO   **YES**
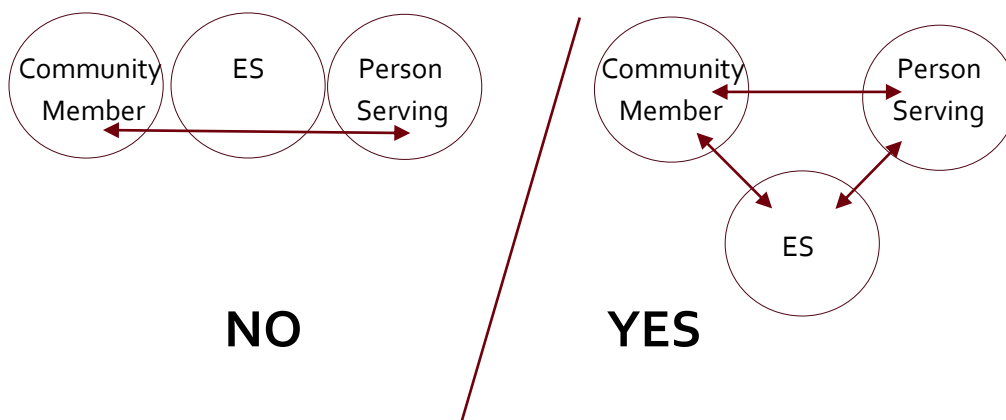
- Also, Discovery services by most national definitions and standards should not go on for more than 3-6 months, and an expected part of the Discovery process is setting up and performing new and different job trials in the community. These parameters need to be enforced, along with the incorporation of TA and assistance the person needs in order to move quickly into actual job development.

- **Person-Centered Plans can be easily forgotten, resulting in the loss of valuable information:** During one recent team meeting an Employment Specialists said they had no idea that a person-centered employment plan was ever done for the person they were working with, despite the fact that they had been at the planning meeting themselves where it and previous plans were reviewed and updated. Over time, it seems, they lose this information. The facilitator needs to continuously bring them back to the plans so that this information is not lost.

- **Training is not enough. Employment Specialists need 1x1 Mentoring**: Employment Specialists who attend training on subjects such as sales and marketing, video resumes, using iPads and other technology to provide supports, etc. in many cases simply aren't putting the tools they've learned into use. What they need, to be encouraged to do so, is an expectation from their management that they will use these tools and put into action what they've learned, and if they are struggling, they should be provided with either a knowledgeable TA/mentor, or a

skilled peer mentor to demonstrate implementation or the skills 1x1 in the community. Initiatives such as the Autism Learning Cohort coordinated by the Quad County Training group and O'Neill and Associates, is addressing this issue and could be an important and helpful model to be replicated statewide. It aims to create skilled staff members within the agencies themselves who learn ASD tools thoroughly, practice with each other, and can assist their coworkers, train them, and model use of tools, etc. In addition, we feel practitioners need to be offered more opportunities for mentorship by request to assist them in implementation of skills. Funding of course could be an issue, but the use of Individual Technical Assistance (ITA) under the waiver could certainly help fill this need.

- **BCBAs could be of great help if engaged from the beginning**: Often BCBAs are engaged after the planning process is completed and someone is needed to assist figuring out difficult situations. Having them engage as part of teams earlier, especially as part of the planning process would more fully assist the person and team to figure out a more effective and timely way forward. It might also be a very good idea to have BCBA experts meet with PCP facilitators statewide in a structured and formal conversation to discuss and help both sets of professionals to better understand the approach each takes, the values behind them, and how they might work together to more seamlessly support those they increasingly, jointly, serve.

- **Giving the person a voice**: Many individuals with intellectual and/or developmental disabilities (I/DD), whether in an RHC or not, have never had any type of communication assessment or been given a voice in their planning processes. This is an ongoing and pervasive challenge. The standard personal futures planning model does a good job of using a team's input to create a plan, but does not consistently include the voice of a person who does not use words for communication. And in many cases in this project, teams have declined to even have the person present at the meetings. People need a better way of accessing their voice, whether it is by creating a yes/no response system, using visual cues and tools, and/or spending significant time with the person to identify their particular communication styles.

  One potential device being considered at WISE to address this is "Who I Am" videos. This project could include short (2-3 minute) videos made by and with the person to explore who they are, what is important to them, and what they would like to see happen in their lives. If a resource for this could be found, perhaps as part of the person-centered planning process itself and maybe using ITA, it would allow all service providers something to review to guide their planning meetings. Ultimately, we'd like to see individual (and confidentially secure) webpages with annual video updates, as a way for the person to show progress towards their goals, using their own "voice."

  Capacity is an issue: This project ran into some employment agency capacity issues, and unfortunately in King County, agencies were swamped with an influx of School 2 Work,

transition-aged youth, and VR referrals. Working with people coming out of RHCs with potentially difficult and confusing behavioral challenges also did not seem to put people high on the agency interest lists, especially when dealing with limited capacity. Likewise, given the capacity issue, choice of employment vendors is hampered. People sometimes might need to take the only choice available, or wait months for another provider to have some capacity to serve them as an option.

- **Choice**: For a person who lives in an RHC and determines that he or she does not want to have any of their staff members take part in their planning or employment process, major conflicts can arise. The planner needs to honor the person's choice, yet RHC staff are usually very reluctant to let planning occur without their input and adherence to the positive behavior supports they've developed and implemented to keep the person safe and healthy.

- **Look at a successful high acuity employment project, the King County School 2 Work (S2W) High Supports Project**: This project, for 204-2015, is reaching a 70% success rate in placing transition students with high acuity and support needs into jobs. The challenges are different, but the process and general themes are similar. Keys to its success have been:

  - Priority by King County and a full time S2W manager
  - Thorough discussions and a funding model between county DD, VR, and school districts
  - Additional funding for vendors provided by the county and reimbursed by a block grant from VR in part to support cross-vendor collaboration as part of the larger S2W effort
  - Clear expectations and belief that the students can work if provided the right supports
  - Involvement of a BCBA in planning from the beginning
  - Involvement of Technical Assistance and training as needed per individual

> **Facilitate a statewide steering committee of the participating counties, DDA, RCL, employment providers, residential providers, and other stakeholders to develop a collaborative plan that includes:**
>
> - o **Outcome measures and recommendations to DDA for system changes that would increase employment goals for individuals moving from RHC's into local communities**
> - o **Establish, carry, and share best known practices and evaluate and implement information gathered in past trainings.**
> - o **Determine and make recommendations for the role of residential providers in the "discovery process"**
> - o **Convene the RCL Employment Project Steering committee to:**
>   - ▪ **Review outcomes and information obtained.**
>   - ▪ **Evaluate collected data and establish the best available practices.**
>   - ▪ **Make recommendations to DDA/counties for sustaining efforts and system changes that will enhance employment outcomes for individuals from institutional settings.**
>
> **Committee will be convened at least every four months. During these meetings the committee will provide agenda, minutes of meetings, and recommendations. Work with DDA/counties to implement recommended system changes between each meeting.**

IV. Steering Committee

WISE gathered the Steering Committee initially to discuss, review, and refine the project tools in September 2014. However, it was not reconvened because as the work proceeded more slowly than expected, no specific need seemed to arise that would justify it. WISE did plan on convening it once there was enough information to review and make recommendations, but that did not happen.

Lesson Learned: In retrospect, WISE should have been clearer with the Steering Committee and further developed its role including time commitment and advanced meeting schedules to move the project forward and keep it on track.

V. Policy and Procedure Recommendations

> **With prior approval of RCL staff, make recommendations for policy and procedure for:**
>
> **Employment planning and counties involvement prior to RCL participants moving from an institutional setting.**
>
> **Standard practice for an employment provider's selection process prior to RCL participant's departure from RHCs or other institutional settings.**

Notify County DD staff as soon as the move is certain: Regional RCL DDA Liaisons, once notified of upcoming moves, could be tasked with notifying the county. If notification is already part of their role, reminders and encouragement to do so could help ensure that employment services become a vital and important part of the service planning for each individual. Realizing that the move from RHC to Community services, including transfer of planning from the IHP to the ISP system, is complicated and time consuming, employment services often become a footnote in the planning process to be addressed at a later date. If counties are notified earlier, it will bring to everyone's attention the need for earlier employment planning and vendor selection. It could also assist with the capacity issue, since, if the county tells its employment agencies that these individuals are a priority, agencies will more likely be willing to put them near the front of the line when capacity to serve them opens up.

Counties need to be asked to make these individuals a priority and promote them: It seems that currently the priorities for vendors are transition-aged youth and VR referrals. In addition, RCL enhancements could be used in a different way to provide a greater incentive for vendors to serve them, for counties to engage in that conversation with vendors and promote this project.

Standard practice for vendor selection: Given the cultural divide between RHCs and community services, it's imperative that a higher-level discussion and educational effort be made to bring the two sides together, learn about how each other work, and develop a common process for vendor selection. Without this, the process falls flat.   People need to understand that the planning will be thorough, incremental and all voices at the table will be heard. On the community services side, County DD staff, DVR, DDA CRMs, and residential agencies should all be part of this conversation. A significant amount of trust needs to be developed between the two systems in order for more

success to occur for their common clientele. From there, a process for interviewing agencies can be developed, including transportation, supports, a process for getting to know the person at the RHC and how community outings will be managed in accordance with Positive Behavior Support plans and protocols. Each process will have to be individualized to the person, the up-front trust building must happen in order to make learning and progress possible within these teams.

VI. Live Inclusive

Develop content for and promote the Live Inclusive Website to include lessons, stories, and resources from the RCL Employment project and other RCL initiatives and as an ongoing resource for sharing information.

WISE posted Service Alternatives' Community Inclusion newsletters to the Live Inclusive website. It did not develop new content for the website since project participants' progress was incremental and success stories have not yet been fully realized.

VII. Final Report

Develop written end of year report outlining strategies, outcomes, obtained information, successful processes and procedures and stories of success that can be distributed to statewide stakeholders.

VIII. Recommendations (Recap):

- Position should be 1.0 FTE with a suggested scope of work of 50% Systems and Culture Development and 50% Individual PCP facilitation/REC collaboration
- Make a large investment in bridging the gap between RHC and community service agencies statewide and locally
- Figure out new Positive Behavior Support planning models that emphasize facilitated self-management so that individuals can be successful and much more independent in the community
- Convey and enforce a system-wide understanding that Discovery lasts 3-6 months and includes trying new things in the community is part of the process

- Continuously remind Employment Specialists that previously created Person-Centered Plans need to be revisited and utilized on a regular basis
- Assist service providers to shift their roles from that of caregivers to facilitators of relationships
- Provide TA and mentorship in the community when Employment Specialists and teams get stuck, especially around Functional Behavioral Analysis, community mapping, and informational interviewing with businesses
- Involve BCBAs in the process from the beginning and hold a formal statewide conversation between BCBAs and Person-Centered Planners to figure out how to more effectively work together, and also discuss new forms of Positive Behavior Support plans
- Implement practices such as Who I Am videos to give those who do not use words for language a stronger voice in their life and employment planning
- Engage counties and figure out incentives, potentially through RCL Enhancements, to make RCL participants a priority and thereby minimize capacity and vendor choice issues
- Look at the successful King County School 2 Work High Supports Project for ideas on how to make this project successful
- Use the Steering Committee more effectively: more clearly identify role, commitment, and oversight of project
- Refine and encourage early county notification by regional RCL-DDA Liaisons and ensure employment planning is part of the process from the beginning
- Do a better job of storytelling of incremental successes and promote them

VIII. Conclusion

Despite the fact that WISE did not create the project as originally envisioned, it nonetheless learned a tremendous amount about the blockages in the planning and life processes of people seeking greater inclusion, autonomy, and valuable roles in the community and workplaces.

Appendix A: Community and Employment Phases*: Table includes individual benchmarks indicating where people <mark>currently are or are "stuck" (highlighted)</mark>

Elements in Phases	Tools and Strategies	Progress Measures	ID	Progress	Timeframe (exp/actual)
1. RHC Transition	TBD	TBD	LR	11/25/2014: LR meeting, chose not to have any Rainier staff on her team except the laundry supervisor as part of her process. Wanted to continue working at laundry after move but open to learning about other opportunities.	Variable/No date set yet
			KA	11/10/2014: Move day. Met with team from Fircrest and new residential agency, gathered information. Fircrest helped him apply for DVR and he's in the process of getting an employment agency assigned.	11/10/2014
			<mark>JP</mark>	Contracted with Debra McLean to start a person-centered planning process to figure out a community schedule, including work and activities, with the right supports to allow her to be successful in her transition. <mark>A very challenging set of issues need to be figured out to ensure her health and safety in the community.</mark> In June 2015, the initial plan was completed and sent out for review.	<mark>TBD</mark>
			<mark>LR</mark>	12/2014 – 6/2015: After having difficulty figuring out employment agencies with capacity, found two willing to interview at their offices. Had difficulty figuring out transportation at first but this was resolved. <mark>In June she decided to work with the vendor.</mark>	1-3 months expected/ <mark>6+ months</mark>
2. Develop Team including Employment Provider	• Work with DDA CRM and county to establish a CSA • Interview a minimum of three Employment Providers • Choose the Employment	• Employment provider signs Team Charter • CSA in effect	LR	1/15/2015: Call with DDA Region 2 RCL Liaison and Rainier Coordinator to figure this out. Decided to meet with Rainier staff to discuss Employment in the community in general to get their buy-in and relieve concerns.	

	Provider to work with • *Establish the CSA* • *Provider perform intake*			*2/3/2015: Rainier meeting with RCL coordinator and Rainier staff, discussed employment system. Rainier staff discussed the stringent positive behavior support plan in place for LR to keep her healthy and safe, and their misgivings re: adequate supports in the community. After being assured all input is welcome, and a plan will be developed to keep her healthy and safe, they agreed to support finding a vendor.*	
				2/2015-5/2015: Major difficulty finding vendors with capacity. Two previous no longer available. In 5/2015, found one available to interview.	
				5/8/2015: Interview with Vadis and search for another to interview to provide choice. No luck, offered her the choice to either choose Vadis or wait for another vendor with capacity.	
			LR	6/30/2015: Rainier coordinator confirmed she wants to work with Vadis, with reservations about being very clear what realistic job possibilities are (she's requesting to buy her own house and provide day care services)	*6+ months*
			KA	*12/2014-3/2015 Worked with DVR and new vendor on CBAs*	*1-3 months expected/ 3 months*
			KW	*6/14/2012: Initial plan completed at Fircrest with an Update 10/22/13 at Kentwood Transition Program.*	*1-3 months expected/ 6+ months*
			KW	*1-6/2015: Contact with DDA CRM continued. Residential provider started the DVR process with KW (3/2015), and we offered to assist with an updated planning meeting to identify potential vendors but failed to make it to the 3/9/15 meeting (did not get it onto our calendar).* Continued to try to set a meeting. Unsure if vendor assigned or the status with DVR.	*1-3 months expected/ 6+ months*

			EN	11/2014: Began work with Work Opportunities	
			GB	5/2012: Began working with ENSO	May-12
2. Establish Team Members	• Starting with RCL transition team, identify guardian, family members, friends, RHC staff, residential service provider, employment service provider, school staff, and community members (as appropriate to the person and situation) who will commit to planning and collaborating to assist the person in reaching their next year's goals • Identify Team Lead• Team members sign Team Charter• Schedule first Team Meeting	• Create team roster and identify Team Lead• Sign Team Charter• Schedule first Team Meeting	KA	4/28/2015: Person-centered Futures Plan conducted with team and included Conscious Moves.	1-2 months/ 1 month
3. Person-centered Futures Plan	• RCLE Coordinator schedule planning session • Conduct first planning meeting • Identify community and employment themes to pursue • Establish next steps action plan	• Completed plan with clear activity and employment themes and actionable next steps • Accountability • Measures and outcomes identified according to the plan	EN	4/21/2014: Initial employment plan while living at Fircrest	
				1/7/2015: Updated futures plan with residential and employment	1-2 months/ 3 months

	with action, person/people responsible, and deadline • Coordinator send notes to team • Team leader provides oversight and follow-through, and monthly progress reports	• With DDA CRM assistance, update individual's ISP and IISP appropriately	CB	1/23/15: Initial planning meeting with residential and employment providers on board. She's in the process of getting ready for Community Based Assessments (CBAs)	1-2 months/ 2 months
				4/21/15: Follow-up meeting with team.	
			GB	1/9/11 with Debra McLean, Update 5/21/12 with Jim Corey, June 11, 2015 Update with Debra McLean	
			KA	11/2014-6/2015: Ongoing	
4. Residential-Community	• Residential provider and others work together to plan and take	• Increase in community activities and relationships	EN	11/2014-6/2015: Ongoing	

Discovery and Exploration	*part in community activities according to the evolving plan* *• Team share information about what is working/not working and update the plan accordingly* *• Team gather information and contacts for future exploration, informational interviews to learn more, and potential workplace assessments/jobs* *• Work information into ISP and IISP as appropriate* *• Look at developing communication plan and skills, using Technical Assistance if helpful* *• Look at developing a community-based behavior support plans using Technical Assistance if helpful.*	*• Team lead will report in monthly progress reports he number, duration, and activities of the person's monthly community outings* *• The plan will be updated accordingly* *• Updated ISP and IISP*	*LB*	*5/11/2012: Initial PCP; 8/8/14 Assessment completed by WISE at vendor's request re: how to mitigate her "rummaging" at her volunteer work site to allow for further Community Based Assessments and Job Development.*	*2-3 months/ 2+ years*
5. Discovery for Employment	*• Interview the person, family, friends, neighbors, teachers and others recommended by the individual/family* *• 6-8 meetings and 20-30 hours maximum* *• Observe the individual in different community and home settings including familiar and*	*• Discovery profile that informs and updates the person-centered plan and next steps and activity/vocational themes* *• Development of an employment goal, a direction for job development, and a list of specific tasks the individual can perform competitively. Include goals,*		*12/2014-3/2015: Team calls and work with the new SOLA program/home manager and vendor. Suggestions from Assessment implemented along with continued interventions by vendor, and rummaging significantly decreased. Agreement reached that it was time to find potential CBA and job sites more intrinsically motivating to her. SOLA program manager left position with no house manager in interim. Vendor finding it difficult to develop new work sites in community.*	

unfamiliar venues *• Conduct activities that change the time/place/people/environment/ supports to learn more about the job seeker in different ways, i.e. time-limited job experiences such as tours/job shadowing/volunteer jobs* *• Research current community activities and job market/employers and compare to current interests, preferences, and skills* *• Capture information in a Discovery profile and create a list of 20 potential activities and employers* *• Identify potential need for training/TA*	*methods, strategies, and planning for movement forward. • List of potential activities and employers* *• List of needs for training/TA to support the plan*		*4/15/2015: Negotiated and finalized contract with Conscious Moves to work with Trillium under Kitsap County DD TA funding. Work includes developing a list of businesses in line with LB's interests and preferences, prepare marketing materials, and conduct informational interviews as a way forward.*	
		EN	*1-6/2015: Vendor continued to work with residential provider, Able Opportunities, CRM, and others on overall plan. Specific to work, they worked on identifying office tasks and performing them at their conference room. Experienced with shredding her performing the task up to 15 minutes at a time then screaming/dropping to the floor. With labeling, was able to do 3-4 minutes on-task, then screaming/dropping to the floor. Given a choice, she always chose labeling. In 5/2015, Shaun Wood, BCBA from WISE, was invited in to look at functional behavioral analysis. It is believed that her screaming/dropping to the floor might not indicate she doesn't like the task, but rather she really likes it, is energized by it, and this is how she releases this extra energy. Vendor is reluctant to go into community given the intensity of her screaming/dropping. It is hoped the FBA will shed light on a way forward. On 6/29/2015 Work Opps reported that all screaming, dropping, and throwing objects have ceased at her work trial site, and they are pursuing other job types and places in the community in July.*	*2-3 months/ 6 months and counting*

			LB	4-6/2015: Work on development of new CBA and potential job sites continues. As of June 2015, her video resume has been updated, marketing materials created, and at least two informational interviews have occurred. Click here for a list of the items worked on with Conscious Moves	*3-6 months/ 2 months and counting*
6. Employment-Assessment/Job Preparation	• Perform informational interviews with identified employers/businesses • Develop Community based assessment sites or volunteer positions • Support the job seeker on the site in orientation/training • Apply for DVR services if appropriate • Identify current level of performance, learning and performance characteristics, preferences, supports, accommodations, needs for accessibility assistance, technology and/or personal assistance needed • Consider transportation • Further refine plan	• Updated plan • Define behavioral challenges and strategies to reduce the likelihood of the behavior occurring; Habits, routines and idiosyncrasies; Degree of supports likely to be needed; and type and amount of negotiation likely to be needed. • Create resume or video profile/portfolio for use in job development • Monthly reporting of progress	KA	4-6/2015: Contracted Conscious Moves, through RCL, to assist the vendor to develop marketing materials, get a better sense of his vocational goal, approach businesses in the community, and set up new CBA and potential job sites. He decided to stop going to his volunteer position and the team is trying to figure out alternatives and a job as soon as possible Click here for a list of the work done with Conscious Moves	3-6 months/ 2 months and counting
			GB	*2013-6/2015: Has been volunteering at a food bank. In 2014, ENSO stated they needed more support hours to support him on his volunteer job AND do job development. The CRM was able to get more hours. After a year, they were stating they again only had the hours needed to coach him and not to job develop. In May 2015 we contracted with Debra McLean to review the situation and do some community mapping with ENSO to identify potential job sites in the community and practice doing informational interviews with them. Debra reported they had a wonderful time doing so, but upon returning to ENSO, was told by management that staff did not have the time to job develop for him. She suggested they*	*3-6 months/ 2+ years and counting*

				go to DVR to get additional hours to do so. They say they will try to reopen his case to restart job development.	
			CB	*4-6/2015: CBAs successful in the community. Job development began in 3/2015. An interview for a job was set up for the week of 4/28/15. Issue: she is not a morning person, and both the interview and work for this job is performed in the morning. Team brainstormed on how she is motivated by her vendor, and that if she is looking forward to something, she will get up early to go. Team decided to record audio and/or video reminders to go to sleep early and get up for her interviews but these did not work. Despite this, she missed the interview. Residential provider began work with PROVAIL in 5/2015 to use iPad for communication and to embed these type of messages into it for communication. CRM asked for vendor to start looking for another job opportunity in the afternoons. WISE started looking for assistance from a community connector in the area who might be able to assist the vendor in identifying potential other potential employment sites. Joanne Drewsen expressed interest and would like to work with the team free of charge. Work is ongoing.*	*3-6 months/ 3 months and counting*

| 7. Marketing/Job Development | • Develop marketing tools
• Research/target employers and develop relationships
• Conduct tours
• Develop employment proposals and outline for businesses expectations
• Team – Network
• Evaluate potential needs for support, accommodation, and strategies for success
• Negotiate with employer
• Identify potential natural supports
• Assist with interview or working interview
• Customize the job by negotiating hours, tasks, wages, accommodations | • Updated resume/video profile
• Update goals and plan
• Share relevant research of businesses with teams
• Workplace analysis defining employer needs has been completed.
• An employment offer that meets the needs and preferences of the employer and the job seeker.
• A satisfying job match that meets employee and employer needs and wants. | | | |

| 8. Job Coaching On-the-job supports | • Setup transportation (bus training/Access) and coordinate schedule with individual and family/home site
• Perform a Job Analysis/task analysis to learn about the tasks employee will be performing • Provide assistance with Training/staff orientation
• Provide safety/emergency info sheets to employer and safety protocol discussed with employee
• Provide Job Coaching and training for the individual, co-workers, supervisors Develop natural supports with co-workers
• Develop supports to maintain independence i.e. jigs, checklist, pictorial job map/description
• Maintain continuous communication with the team
• Maintain continuous evaluation-modifying job- site tasks and supports as necessary
• Develop natural supports • Develop fading plan Develop follow-up support plan
• Check in with manager and employee periodically or as needed
• Provide additional job training for either the new employee or for the co-workers and supervisors | • Transportation is secured.
• A new employee who has been oriented to the job and has supports/assistive-technology/information and the structure to complete the job either with or without long-term supports.
• An informed/trained staff in the new employee's company including a supervisor, co-workers and a/o" contact person that can answer questions on the job for the new employee and know who to contact for outside supports.
• Co-worker(s) that will assume a „natural support" relationship with the new employee. •
A fading plan is in place with strategies/natural supports and contacts. •
The new employee has reached "stabilization" and funding is switched from DVR to long term funding source.
• A follow-up support plan is in place. | | | |

 * **Community and Employment Activities, Phases – Strategies & Progress/Outcome Measures.** *The above used, as a basis, the "Employment Activities – Strategies & Progress/Outcome Measures" created by WA State DDA Employment service stakeholders in March 2011.*

Appendix B: Person-Centered Planning Documents (clickable links)

CB (Corey)

EN (Corey)

GB (McLean and Corey)

JP (McLean)

KA (Corey)

KW (Corey) – No Update

LB (Corey)

LR – No Plan Yet

Appendix C: Individual Goals

CB, Phase: Employment Assessment/Job Preparation				
Goal #1: Get her into PROVAIL for a communication and iPad assessment and training. Design a communication system that works for her and the team				
Action Step	Who is responsible	By when	Notes	Completed
Alpha follow up on application	Marie - Alpha	March 2015	Is currently in service and the team is working together to create something functional	Ongoing
Goal #2: Get her new CBAs and job develop, using resources and contacts of the team				
Action Step	Who is responsible	By when	Notes	Completed
Get her to the morning interview at Ross	Work Opps working with Alpha on verbal/video reminders re: going to bed early and getting up early	May 2015	iPad from Medicaid doesn't have a camera for video or pictures, WO tried workarounds. CRM requests trying to find a job in the afternoon	Failed to get up for/missed for two interviews
Connect with a community connector – Joanne Drewsen	WISE	June 2015	Joanne is willing to do this work for free, despite being offered for pay. She'd like to meet the team in early July	Tentatively in July/August 2015
Goal #3: Figure out transportation				
Action Step	Who is responsible	By when	Notes	Completed
Work Opps will help Alpha set up Access	Alpha	March 2015	Alpha is primary for transportation with Work Opps as backup. Work Opps will go with her at first until ready for door-to-door	TBD

EN, Phase: Discovery for Employment

Goal #1: To work on her preferred work activity for a minimum of 15 minutes & reduce episodes of screaming, throwing items, dropping to floor before going to a different work site in the community.

Action Step	Who is responsible	By when	Notes	Completed
Work with Able Opps to institute a money jig (quarters for 3 minutes of work), and the Work Autonomy app for productivity	Able Opps, Work Opps	May-June 2015	She shreds for 15 minutes at a time then screams, drops to the floor, etc. For labeling, which she consistently chooses, she works for 3-4 minutes, then screams, and drops to the floor. Beginning to think that the episodes mean she likes the task and it energizes her so she cannot contain it	Ongoing
Bring in BCBA Shaun Wood from WISE to observe and look at functional behavior analysis	Work Opps, WISE	June 2015	Need to find an alternate source of funding for this work outside of RCL after July	Ongoing – 6/30/15 Work Opps reported all behavioral issues have ceased at thee work trial site
Connect with a community connector – Joanne Drewsen	WISE	June 2015	Joanne is willing to do this work for free, despite being offered for pay. She'd like to meet the team in early July	Tentatively in July/August 2015

Goal #2: Consistent use of communication system at home and at work.

Action Step	Who is responsible	By when	Notes	Completed
Smith-Wright identify lead staff to ensure staff consistency	Smith-Wright, Work Opps, Able Opps	February 2015 - present	Able Opps worked with Smith-Wright and Work Opps to institute a communication system which is currently in use. Working with varied degrees of success	

GB, Phase: Employment Assessment/Job Preparation				
Goal #1: To assist GB and his team to move from long-term volunteering into a real paid community job				
Action Step	Who is responsible	By when	Notes	Completed
ENSO Work with Debra McLean to review and update PCPs, do community mapping mentoring, and go out into the community to learn more about potential work sites in line with his preferences and skills	WISE coordinate with McLean and ENSO, get permission from RCL, and subcontract. McLean and ENSO carry out the work together	June 2015	GB has been at the same volunteer position at a food bank for 2+ years. ENSO spends all allotted time to supporting him there, and is not doing job development. Debra uncovered that they did not use the former PCPs and expressed surprise that they existed. The ENSO team did very well in community mapping and now believes they can go find him a job, but will need DVR funding to do so.	June 2015
ENSO reopen DVR case for GB to do job development	ENSO and GB with support from Educational Programs	July—August 2015	ENSO needs assistance to continue moving forward here. The feeling is that without outside pressure, they will fall back into the comfortable routine	TBD
Potential Objective: Have Educational Programs take over support of the volunteer job to allow ENSO time for job development	WISE recommend to ENSO and Educational Programs	July-August 2015	Need to make the recommendation, maybe with the advice and buy-in of the CRM.	TBD

JP: Next steps dependent on RCL and Rainier. Chuck Goodwin was available for community mapping but RCL felt this was premature. TBD

KA, Phase: Employment Assessment/Job Preparation				
Goal #1: Explore his community				
Action Step	**Who is responsible**	**By when**	**Notes**	**Completed**
Access Living continue to work on this, doing a great job, and learning a lot about him. Need to add YMCA, Special Olympics, trips to fair, and visiting Fircrest friends (high on KA's list)	Access Living	Through 2015	Has been having a great time learning and going to new places: library, bookstores (arts and crafts section), arts and craft stores, Dollar Store, groceries, Out of the Ashes music program, using computer, etc.	Ongoing
Goal #2: Get an iPad for communication				
Action Step	**Who is responsible**	**By when**	**Notes**	**Completed**
Access Living work with CRM on this	Access Living and CRM	June 2015	Got an iPad through the Rehab Center, now is being trained	Complete
Goal #3: Get a job and a career plan				
Action Step	**Who is responsible**	**By when**	**Notes**	**Completed**
Access Living support him on his volunteer job site	Access Living	Ongoing	Was going well but he is now choosing not to go. Good example of residential agency taking over volunteer site support	Ongoing
Service Alternatives work with Conscious Moves to identify businesses and develop marketing materials to find additional CBA sites and potential jobs in the community	WISE coordinate with team and RCL, subcontract with Conscious Moves	Work with Conscious Moves end of June 2015; job by August 2015; need to develop a career plan…	Conscious Moves attended PCP 4/28/15, team generated a ton of ideas about jobs. Work is ongoing through June 30 with SA. DVR case is temporarily closed. Once a job goal is set, can reopen immediately	TBD

KW: We need to engage to update his PCP and goals at this point. It is assumed he still needs an employment agency to work with under VR funding. TBD

LB, Phase: Employment Assessment/Job Preparation				
Goal #1: Reduce the amount and intensity of rummaging in the volunteer workplace in preparation for working at other CBA and job sites				
Action Step	**Who is responsible**	**By when**	**Notes**	**Completed**
SOLA institute shopping program as outlined in recommendations from 8/24/14. Trillium continue working on having her choice basket available with preferred items she can choose from rather than rummaging in others' belongings	SOLA and Trillium	Throughout 2015	SOLA was reporting the shopping program was a great success in March and Trillium that the choice bin was working at work. SOLA house manager abruptly left to work at Fircrest, not sure of current status at home	TBD
Goal #2: Find a job in the community that is more intrinsically motivating for her				
Action Step	**Who is responsible**	**By when**	**Notes**	**Completed**
Trillium continues to support LB at her volunteer site folding towels at a retirement facility. They will begin work with Conscious Moves to find other CBA sites and potential jobs in the community more in line with her interests	WISE work with the county, Trillium, and Conscious Moves to do mentor Trillium on business mapping, informational interviewing, and marketing materials development	May – June 2015	Work is ongoing	TBD

RCL Residential Employment Collaboration Project 2014-2015

LR, Phase: Develop Team including Employment Provider				
Goal #1: Get an employment agency on board to begin assessing work ability and possibilities				
Action Step	Who is responsible	By when	Notes	Completed
WISE work with LR, Rainier liaison and vendors to set up interviews	WISE, Rainier	June 2015	Worked through a myriad of issues and finally got an interview with Vadis. LR decided to work with them according to Rainier. We started to kick off the CSA process with the county and DDA Liaison.	TBD