THE PATHWAYS TO CAREERS
SYSTEMS CHANGE
DEMONSTRATION

Presentation for the Symposium on Transition and Customized Employment for Individuals with Autism
April 15, 2016

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What Is the Pathways to Careers Initiative?

- **Goal**: All youth and adults with significant disabilities will have an informed choice of competitive, integrated and full wage employment options

- **Objectives**:
  - Eliminate existing barriers and disincentives to full participation in the workplace for individuals receiving SSI and/or SSDI benefits and related Medicaid and Medicare benefits;
  - Create an incentive for private, nonprofit and public employers to hire and retain individuals with significant disabilities; and
  - Achieve the Pathways goal with net costs below the estimated Treasury savings for all Pathways-related costs
Pathways Is a Bridge to Support the Effective Implementation of Competitive Integrated Employment Strategies

Service Provider/CRP Capacity

Pathways Individualized Employment Strategies

IDEA
WIOA
Employment First
CMS Rules
DOJ Settlements
Why a Bridge Is Necessary

- Each aspect of the initiative was considered in relation to both a set of strategies and values that reflect best and emerging practices in the field of community employment and respond to the concerns of CRPs and other service providers.

- In order to meet the demands of recent policy changes and trends (Employment First in most states, the CMS rule, Rhode Island consent decree, Oregon consent decree) models are needed that can address the larger numbers of individuals to be served.
Why a Bridge Is Necessary

• Staff will need to not only be exposed to cutting edge, effective strategies but they will need to be mentored through the implementation of those strategies.
• We will need employers as full partners in the effort to implement Employment First, not just their willingness to hire an individual.
• Traditional job coaching needs to be re-vamped to reflect the new partnership with employers carrying increased responsibility – true natural supports.

Pathways to Careers addresses many of these challenges.
Coordination of Best Practices in A Flexible Service Delivery “Model”

All begin with Discovery

Zero exclusion, zero fail, full inclusion

Presumed readiness

Benefits counseling and financial literacy

Expanded Discovery

Paid internships that are matched

Diversity of supported and customized internships and jobs

Looking for “goodness of fit”

Pathways Participants

Participants

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Pathways Proof of Concept Sites

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

Participants:
• Individuals with intellectual/developmental disabilities (IDD) and autism spectrum disorders (ASD)
  – UTAH: 80 participants; 43% with primary ASD diagnosis
• Cohorts include: facility employees, Medicaid Waiver (waiting list), transition students
Demonstration Site Implementation

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

- Pathways Participant
  - Employer Partner
  - Internship Facilitator
  - Career Navigator
  - Family
  - State Agencies & Resources
  - Benefits Counseling
  - MH/BH Supports
  - Discovery and Planning
  - Mutual Benefit
  - Coworkers
  - 7-Phase Sequence/ Systematic Instruction

- Program Manager
- Employer Relations Coordinator
Discovery

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

• Expanded Discovery uses both the paid internship experiences and initial employment to help expand the understanding of what an individual can do.

• Expanded Discovery allows educators, adult service providers and families to go beyond an individual’s current life experiences as a resource for Discovery activities that lead to a fuller understanding of the person.

• Paid internships focus the importance of the experience in ways similar to paid employment to the intern, the host employer and the service provider.
Expanded Discovery and Paid Internships

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

Creates a bridge from school to adult employment, from workshops to community employment and from unemployment to a working lifestyle
Using Discovery to Inform Planning
Looking for Goodness of Fit
Achieving Mutual Benefit
Employer Engagement

• Development of strategic employer partnerships
• Employer Agreements
  – Partnership, Internship and Employment
  – Over 100 signed agreements with employer partners and growing
• Paid Internships
• Internship/employment supports facilitated by Pathways team (using systematic instruction approach) and transitioned to employer
• Employer Payroll Tax Adjustment (EPTA) as a resource to offset any ongoing employment supports
**Concept:** A model that **lowers an employer’s Federal payroll tax payment** (FICA) based on the direct employment of persons who receive (or have received) federal disability (SSI or SSDI) benefits and directly addresses the current need for long-term funding for ongoing employment supports.

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

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

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

The EPTA is being tested and evaluated at the Pathways demonstration sites. An amount equal to the FICA tax reduction is being paid to employers for up to 5 years from the date of hire.
Annual Expenditures for Federal Cash and Health Benefits for Persons With Severe Disabilities 2008-2020

Billions of Dollars

- 2008: $426
- 2012: $543
- 2016: $861
- 2020: $1,100

$1 Trillion!
From Mathematica Interim Report

• Significant investment needed to provide a choice-based alternative to sheltered employment for people with significant intellectual disabilities and autism
  – Staff training
  – Employer recruitment
  – Time

• At 24 months, average earnings had increased by 200% percent, and SSI/SSDI monthly benefits had declined by 22%

• Potential long-run savings
  – Average cost of lifetime cash benefits for SSI/SSDI beneficiaries with intellectual disabilities is $\approx 170K$ (Riley and Rupp 2014)
  – 22% reduction in cash benefits $\approx 39K$
## Utah Pathways Internships and Employment*

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Participants in Internships (to date)</td>
<td>54</td>
</tr>
<tr>
<td>Number of Internships</td>
<td>103</td>
</tr>
<tr>
<td>(11 &lt; 2 weeks)</td>
<td></td>
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<tr>
<td>Average Hours/Week in Internship</td>
<td>23.2</td>
</tr>
<tr>
<td>Average weeks/Internship</td>
<td>9.8</td>
</tr>
<tr>
<td>Number of Jobs Offered</td>
<td>33</td>
</tr>
<tr>
<td>Number of Jobs Accepted</td>
<td>23</td>
</tr>
<tr>
<td>Employees Who Are No Longer Receiving SSI/Medicaid</td>
<td>9</td>
</tr>
<tr>
<td>Average Staff Support Hours for Employees During First 90 Days in a Job</td>
<td>6.4</td>
</tr>
<tr>
<td>Average Hours/Week in a Job</td>
<td>28.7</td>
</tr>
<tr>
<td>Average Hourly Wage for Employees</td>
<td>$10.03</td>
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</tbody>
</table>

*Data as of Mar 2016
Average Percentage of Facilitator Time Spent Supporting Paid Internships

[Bar chart showing the percentage of time spent on facilitating paid internships]
Pathways to Careers Evolution & Expansion

**OUTCOMES:** Data, employment, competitive, integrated outcomes, costs, savings, overall strategy, partnerships, policy, policy alignment

**Phase I**
Finish Four Demonstration Sites

**Phase II**
Broad Expansion

**Phase III**
State Demonstration(s)

**Phase IV**
Pathways Services and Strategies Available Nationally

**OUTCOMES:** Use of certification and standards approach to effectively replicate initiative, strategies, consistent with policy trends, professional development and capacity building for staff

**OUTCOMES:** Broadly expanded access to individualized services, competitive, integrated employment options

**OUTCOMES:** Services available in all states

**OUTCOMES:** Established and effective use of networks (certification, employer, etc.)

**OUTCOMES:** Federal/state funding available to support all components

**OUTCOMES:** Data, employment, competitive, integrated outcomes, costs, savings, overall strategy, partnerships, policy, policy alignment

**OUTCOMES:** State data, outcomes, costs, savings, strategies, partnerships, funding policy

**OUTCOMES:** Link to university research centers
# Training and Certification Components

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<thead>
<tr>
<th></th>
<th>Component</th>
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<tbody>
<tr>
<td>1</td>
<td>• Pathways Part I</td>
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<tr>
<td>2</td>
<td>• Discovery (MG&amp;A Certification)</td>
</tr>
<tr>
<td>3</td>
<td>• Customized Job Development (MG&amp;A Certification)</td>
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<tr>
<td>4</td>
<td>• Expanded Discovery and Internships (SA Certification)</td>
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<tr>
<td>5</td>
<td>• Systematic Instruction (MG&amp;A Certification)</td>
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<tr>
<td>6</td>
<td>• Pathways Part II</td>
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<tr>
<td>7</td>
<td>• Additional required (web-based) booster and enhancement training</td>
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<tr>
<td>8</td>
<td>(e.g., MH linkages, benefits counseling)</td>
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<td></td>
<td>• Ongoing technical assistance (on site and distance)</td>
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Summary of Pathways Evolution & Expansion

• Work with NPAs (CRPs), transition programs/schools, other organizations, including funders, to develop and build capacity for competitive, integrated employment strategies and outcomes

• Work with states for broader implementation and development of blueprint for policy, funding, strategies
  – Align funding for services in the Pathways model with State and Federal partners

• Continue to build partnerships with employers and funders
• Establish partnerships with universities/research centers
• Evaluate outcomes, demonstrate cost savings
Thank you!

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