EMPLOYMENT
HEALTH CARE
ICI
EDUCATION
COMMUNITY LIFE

Progressive Employment

PROMOTING THE INCLUSION OF PEOPLE WITH DISABILITIES

UMASS BOSTON

UNIVERSITY OF MASSACHUSETTS BOSTON
BOSTON CHILDREN'S HOSPITAL

Progressive Employment:
Transporting from VT & Testing in NE, ME & OR

Presentation Outline:

- PE 101: Origin & Replication
- PE 201: Research & Evaluation
- PE 301: VR Capacity & Solutions

Presented by: Dr. Susan Foley, Kelly Haines & DeBrittany Mitchell

PE 101:
Origin & Replication

Vermont: Origin of PE

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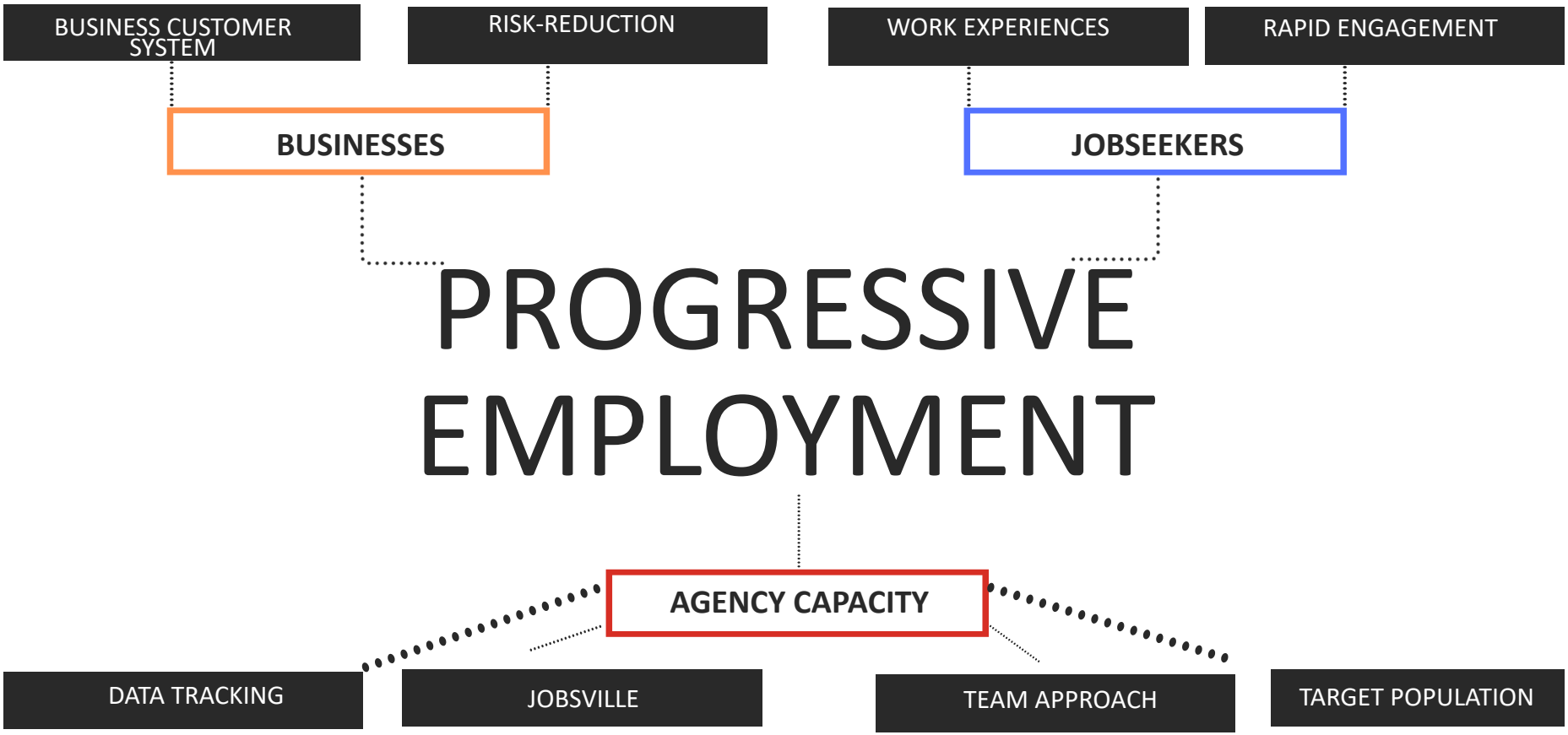


PE Pioneers

<u>Focus on High-Risk or Difficult to Place Consumers:</u>

- Little or no work history
- Criminal histories
- Stuck cases (e.g. no progress in some time)
- Client's stated interest in obtaining work experience
- Soft skills or behavioral issues

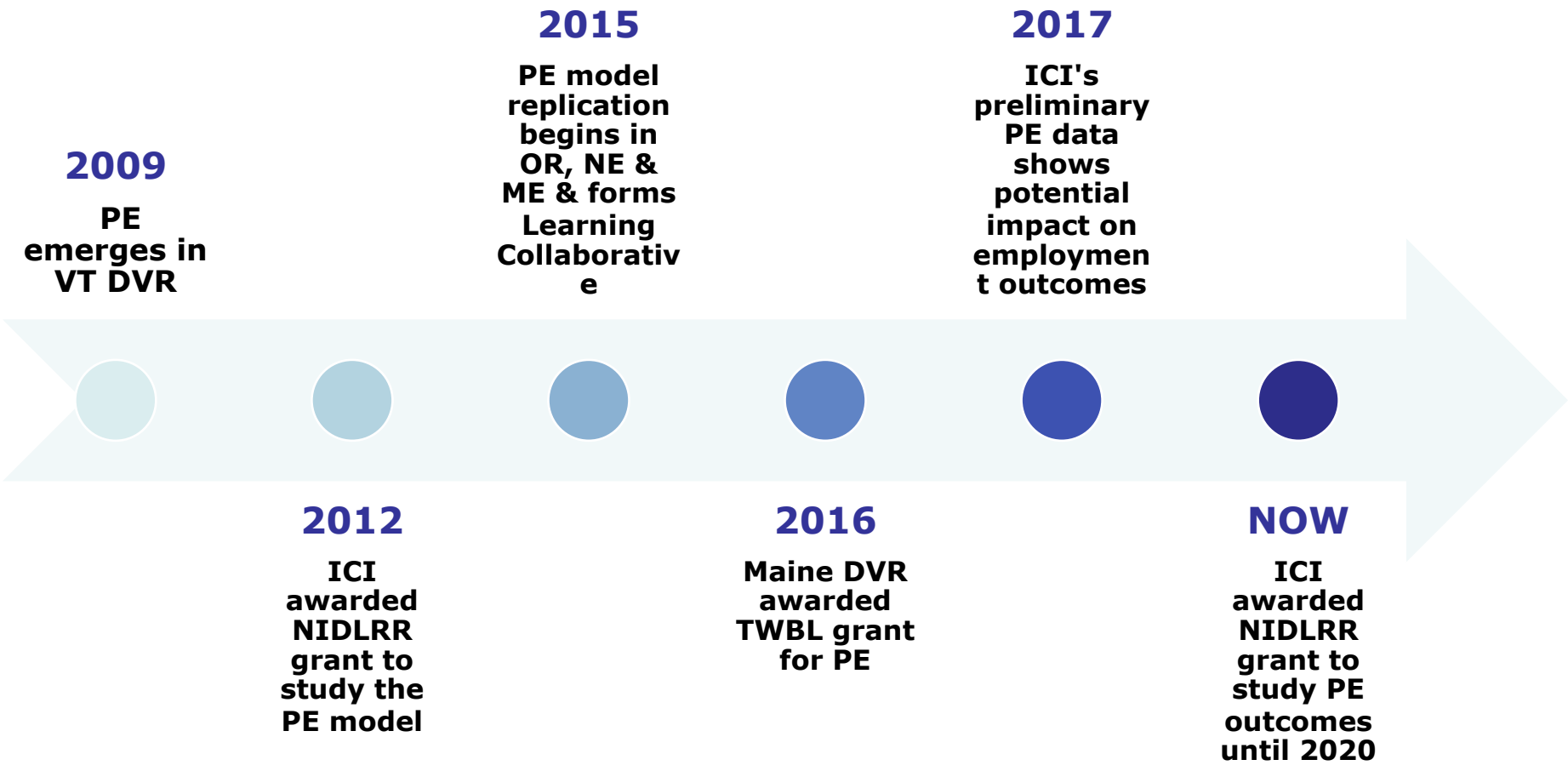
Vermont: Impact of PE

"VT DVR's innovation offers a solution of how to align business-focused services with jobseeker services all the while maintaining a clear focus on persons with the most significant disabilities." –Foley, Haines, et al, JVR (2018)

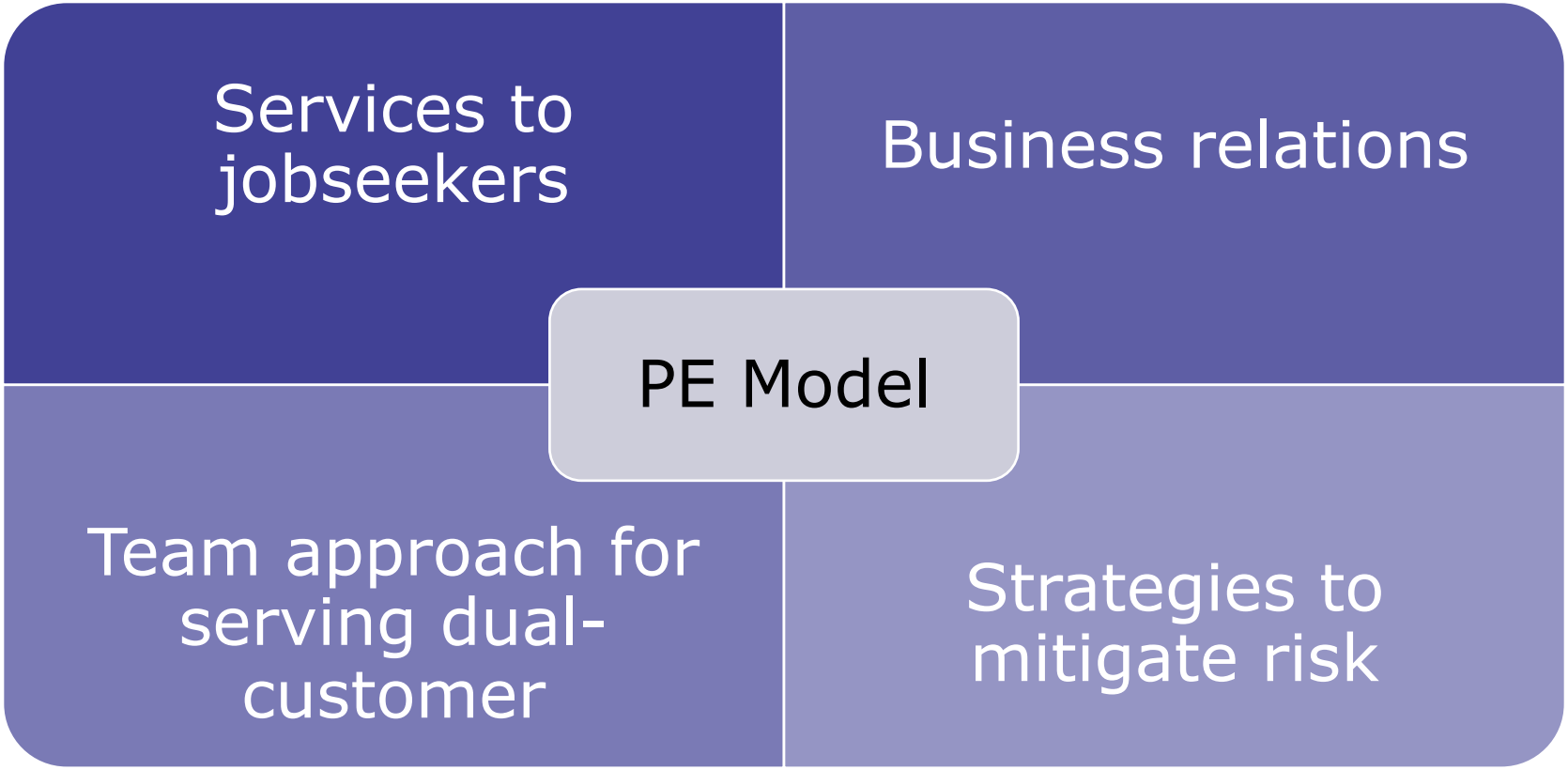
<u>Key Findings from Mathematica preliminary impact study (2018):</u>

- "PE increases the likelihood of exiting VR with a job by 21.3 percentage points."
- "Two quarters after VR exit, we observed a 6.3 percentage point increase in the share of PE recipients who earned more than $2,600."

Exploring PE Across States

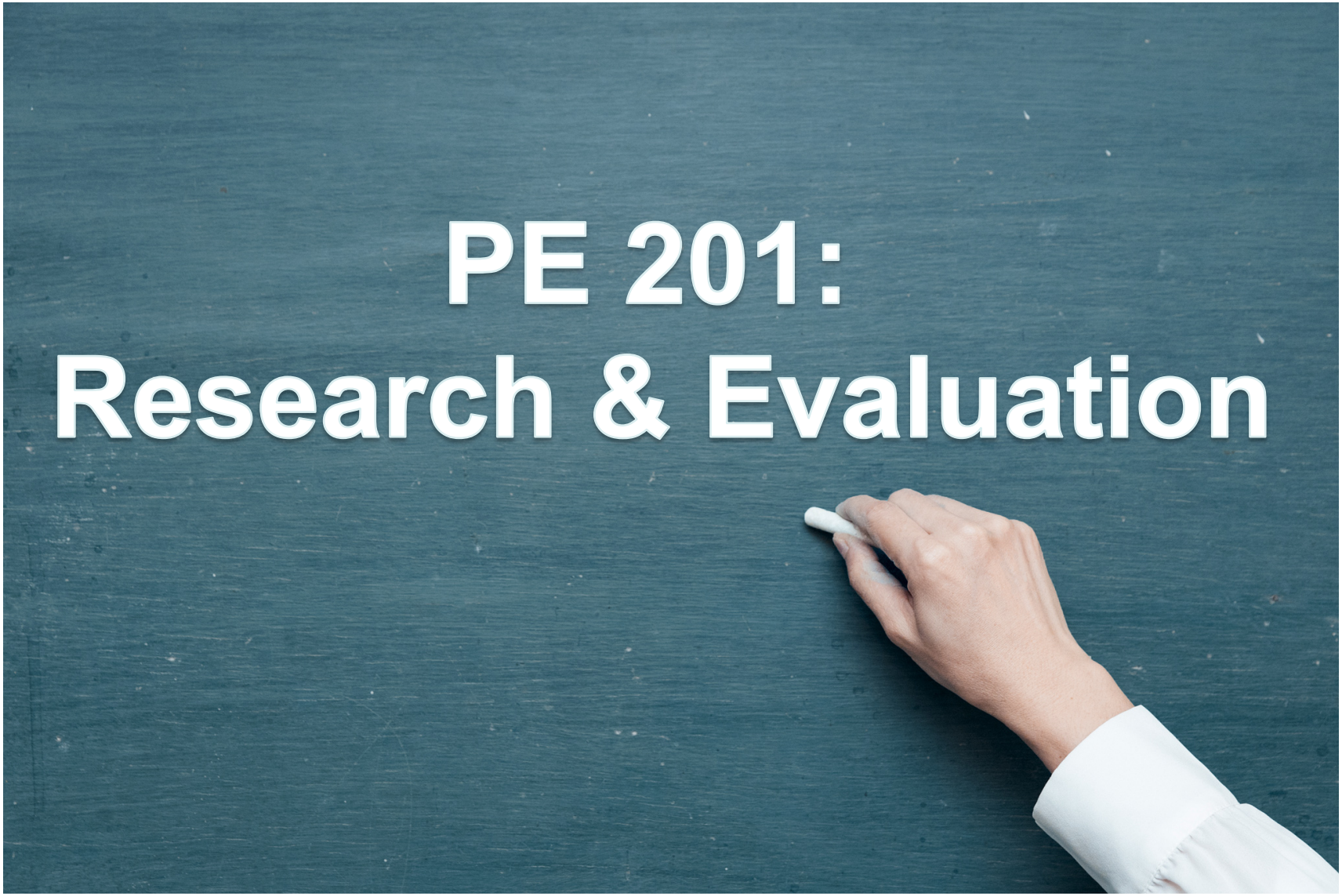


Emergence of the PE Model



Replication of PE Model

VR Agency	Team Approach	Business Relations	Low Risk Strategies
Vermont DVR	Weekly Jobsville meetings	8 BAMs, some VR some CRP hires.	Set-aside funds
Nebraska VR	Weekly WIN meetings	4 BAMs represent most populated regions; most services provided directly by VR	Liability coverage for consumers in work experience, and Worker's Comp covered through state
Oregon CFB	Weekly virtual meetings	Expanded to 2 BAMS; several CRPs providing PE services	Liability coverage and Worker's Comp covered through staffing company as employer of record
Maine DVR	Bi-weekly regional meetings	Expanded to 2 BAMS; several CRPs providing PE services	Liability coverage is provided by CRP as part of the contract. Worker's Comp is available.


PE 201:
Research & Evaluation

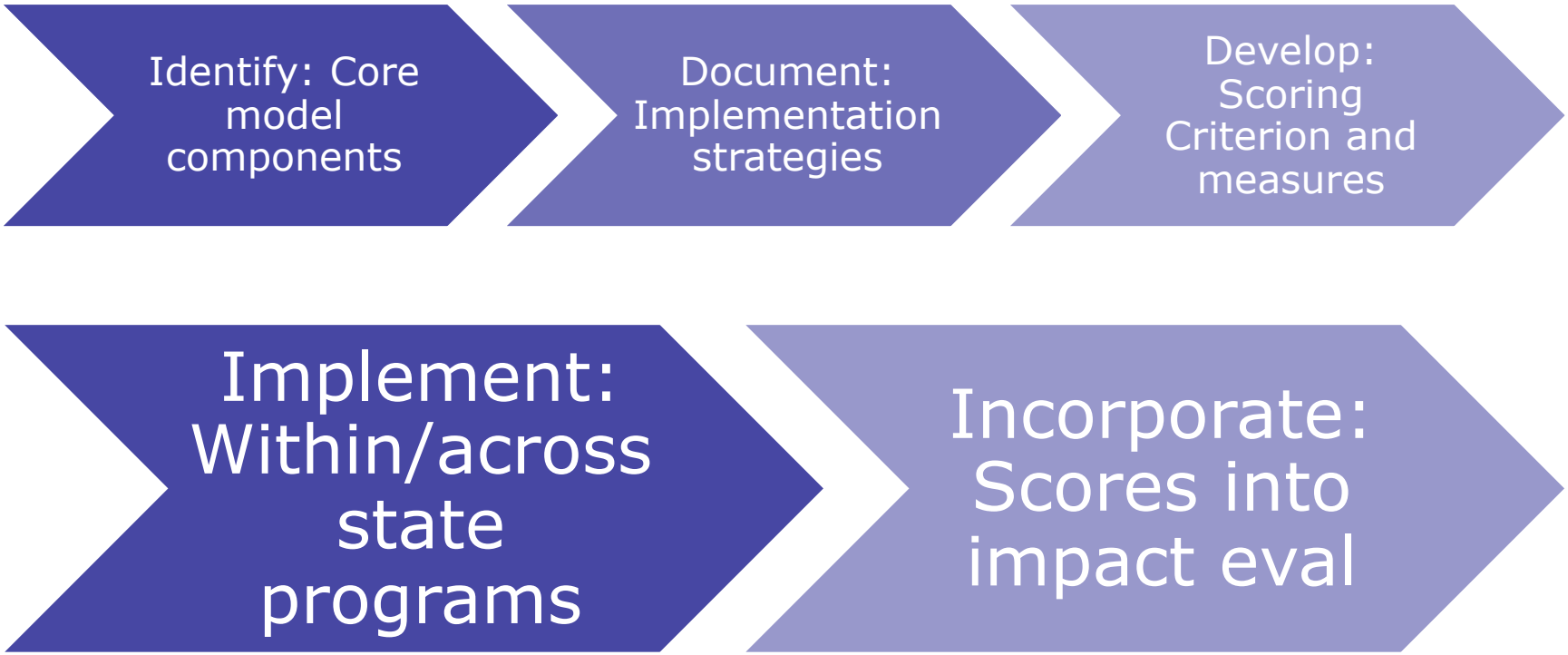
PE Research and Evaluation Agenda

- Process
  - 1. Can the PE model be replicated in state VR agencies outside of Vermont?
  - 2. How do implementation strategies for key model components differ across replication sites?
- Impact
  - Employment outcomes: Successfully closed cases; Wages / Hours Worked
  - “Drop out” rates; case costs
- Fidelity and Long-term outcomes

Evolution of Evaluation

	2015	2019 - 2020
OR	• Small pilot • Qualitative study • N=25 adults	• Cohort study • Quantitative data • N=71
ME	• 2 site office pilot • Potential impact evaluation with comparison • N=100+ youth	• 4 sites model demo • Impact eval plus quasi-experimental design • N= 800+ youth
NE	• Statewide roll-out • Planned impact evaluation with comparison • N = no set target	• Full-scale adoption statewide • Matched comparison group impact evaluation • N=1000+

Getting to Fidelity



Model Component: Services to Jobseekers

Criterion

- Array of work-based learning experiences
- Rapid and sustained engagement
- Team members support jobseekers: "Meet you where you are"

Measures

- # of WBL activities
- Focus on "job ready"?
- # of days/weeks between referral and WBL

Model Component: Business Relations

Criterion

- Dedicated business relations staff focused on business outreach
- Array of WBL activities
- Coordinate business outreach across team members
- Rapid follow-up

Measures

- # of business relations staff
- # of WBL activities
- Emphasize business needs
- Coordinate outreach
- Follow up immediately

(Always / never / sometimes)

Model Component: Mechanisms to Mitigate Risk

Criterion

- Funding and mechanisms to compensate WBL participants
- Liability and worker's compensation
- Focus on WBL experience with potential to hire

Measures

- Sufficient funds: adequate and accessible
- Coverage provided for all WBL experiences
- Clarity of written and verbal communication about approach

Model Component: Team Approach to Meeting Dual-Customer Needs

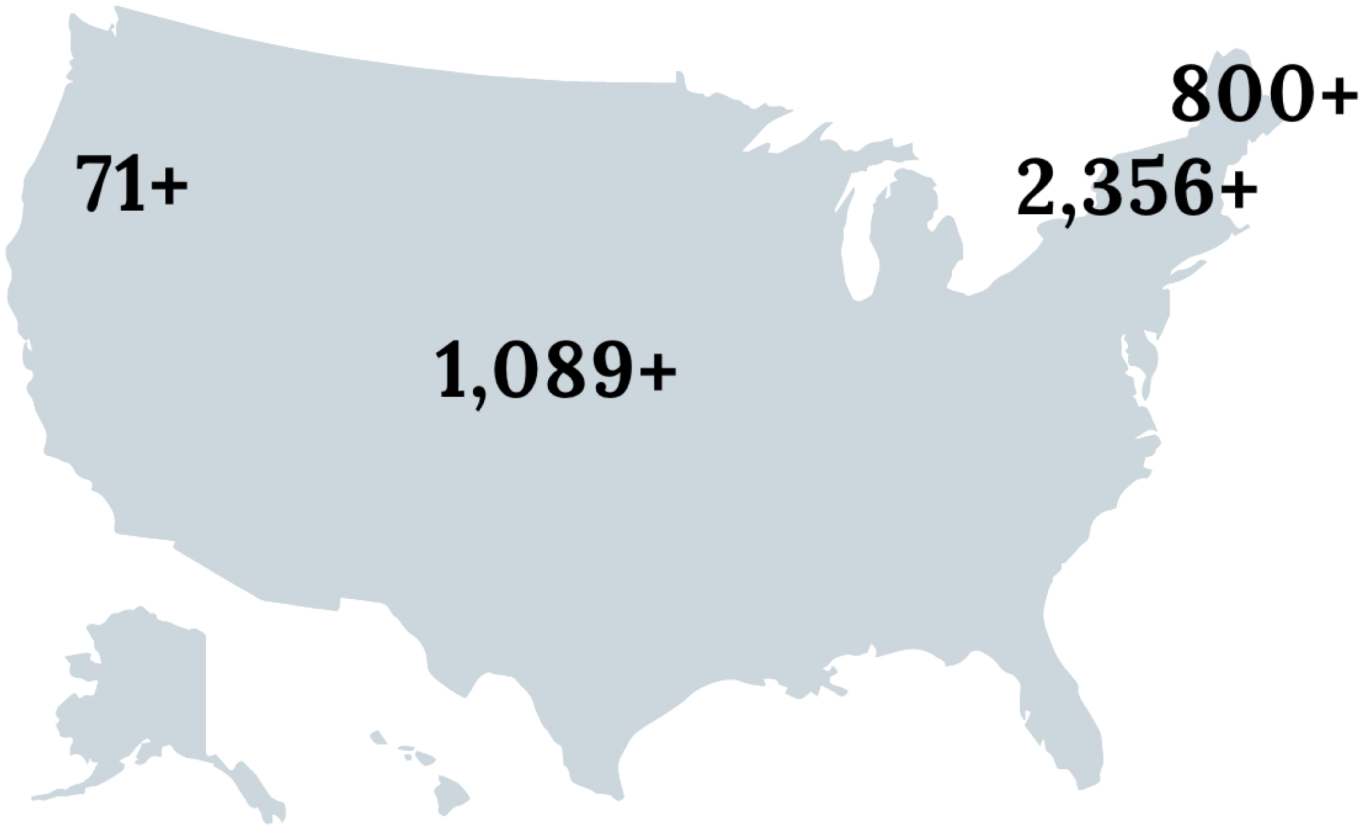
Criterion

- Multiple, cross-functional communication processes
- Communication focus on: successes, referrals, LMI, challenging cases
- Data collected for jobseekers and businesses; able to be linked

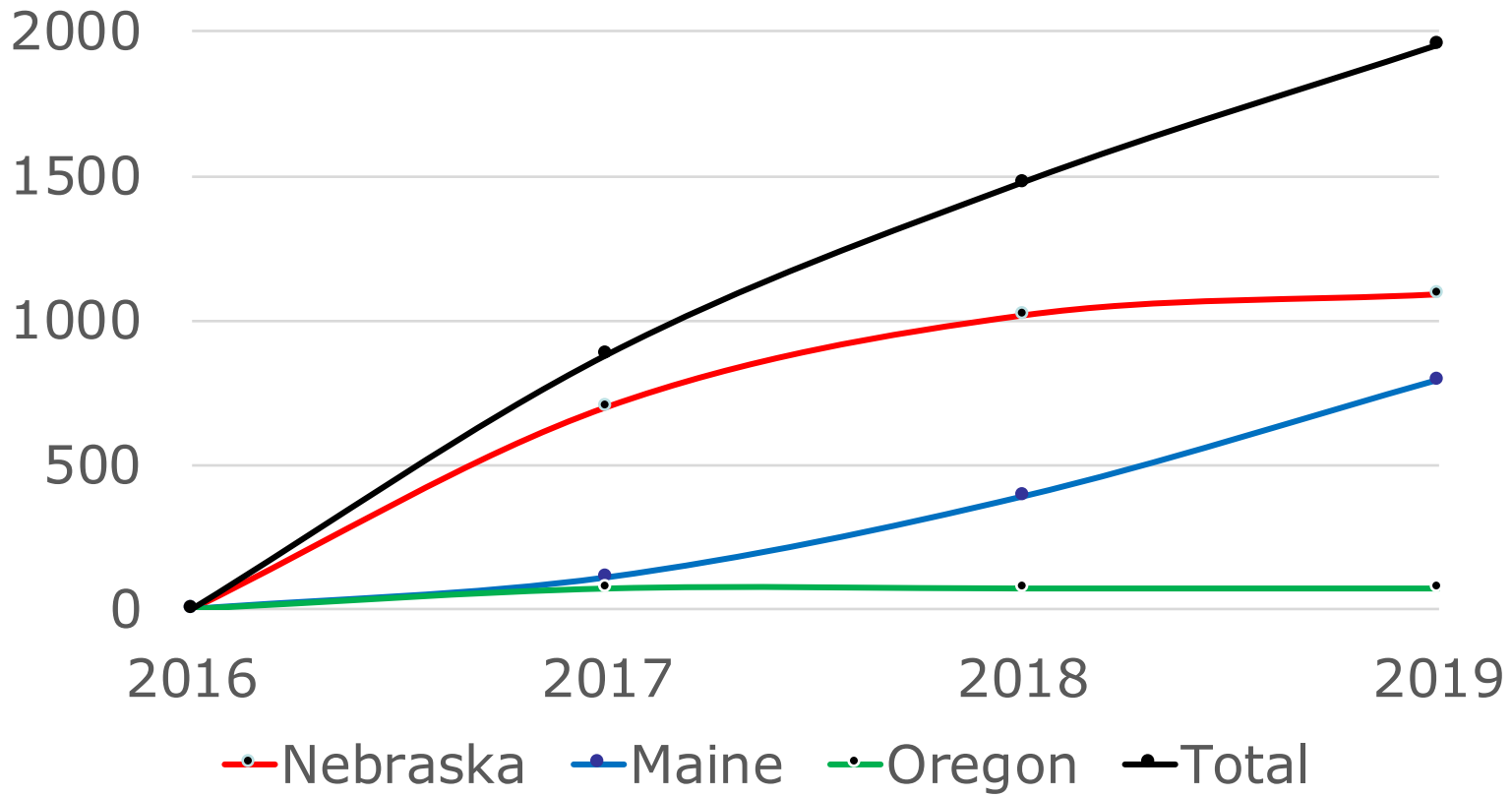
Measures

- # of processes / frequency
- Communication participation rate % of team members
- #/% Completion of data elements
- Data linkages across systems (yes/no)

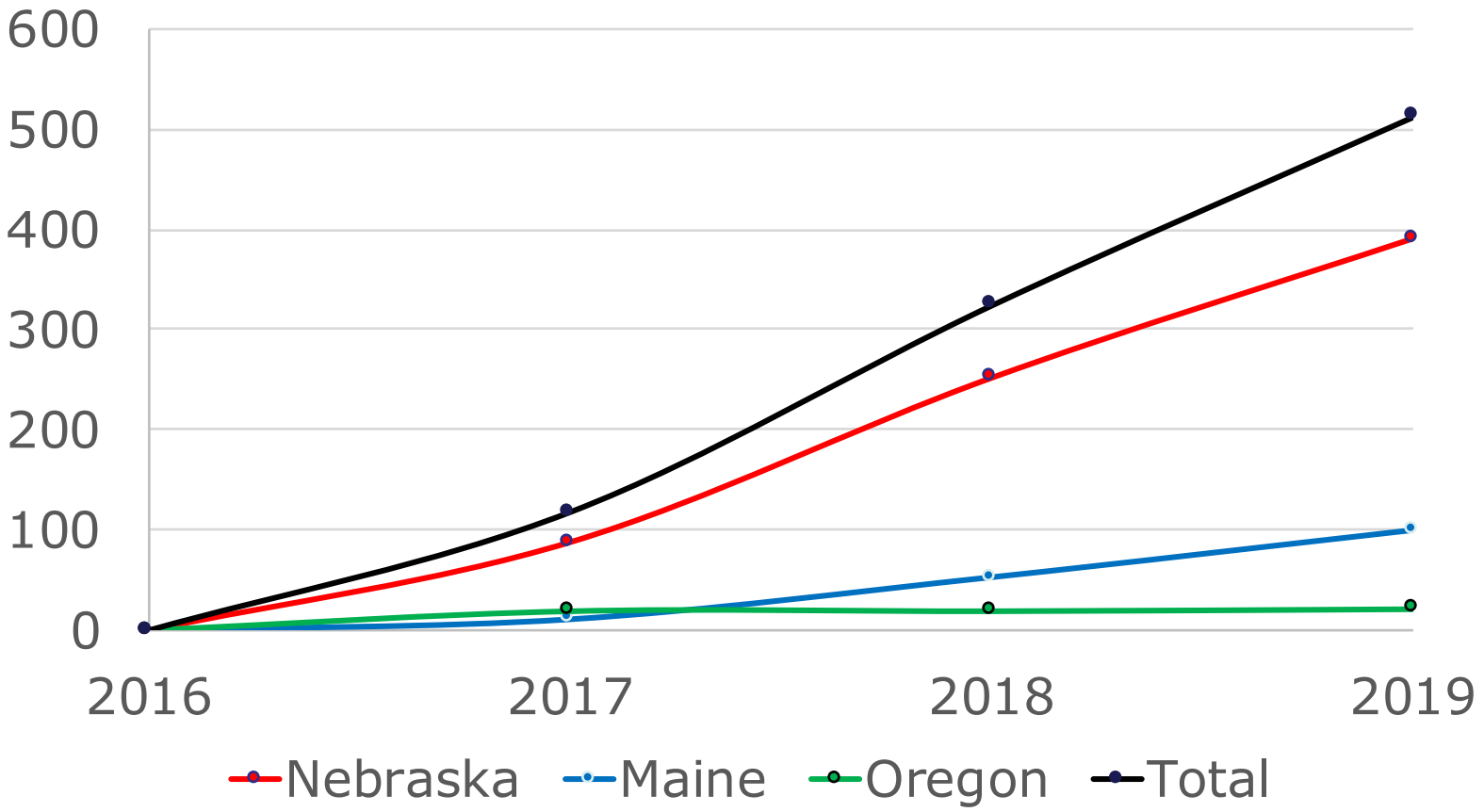
Including Vermont, over 4,300 jobseekers received PE to date



Number of PE Jobseekers Receiving PE in Replication States 2016-2019



Number of PE Jobseekers Closed into Competitive Integrated Employment



Compared to what?

- Drawing a valid comparison group: methods and approaches
- Limitations given:
  - “Inclusion criteria” heavily dependent on counselor discretion
  - Many cases are still active / open (majority in Maine)
  - Need to consider all cases closed, including prior to IPE for accurate impact assessment

Early indicators: Nebraska example

Nebraska VR	Adult (N)		Youth (N)	
Case Status	**PE**	**Non-PE**	**PE**	**Non-PE**
Open case	262	2277	147	983
Successful outcome	193	2408	59	292
Terminated Unsuccessful	235	3823	111	1161
Total	690	8508	317	2436
Successful Closure Rate*	**45.09%**	**38.65%**	**34.71%**	**20.10%**

**Successful closure rate = # Successful outcome/ (# Successful outcome+ #Terminated Unsuccessful including prior to IPE). Not convention for reporting successful rehabilitation to RSA as pre-IPE closures are included in analysis.*

Why we are excited about this!

- PE can be extracted from VT and successfully replicated in other state VR agencies
- Preliminary outcomes are promising
- Interest in the field (in EBP, dual-customer approaches) continues to grow

"Evidence-based practices are often implemented poorly and rarely endure beyond initial enthusiasm and grant funding" (Bond et al., 2016, p. 864).

Not the case for PE!

Next steps for research and analysis

- 2019 – 2020: Finalize impact evaluation for three replication states, with comparison groups drawn in two.
- Incorporate Fidelity of Implementation scores (multiple scores within states / across area offices) into analysis
- Update information about implementation, including: case cost, dosage, duration of intervention, etc.

PE 301:
VR Capacity & Solutions

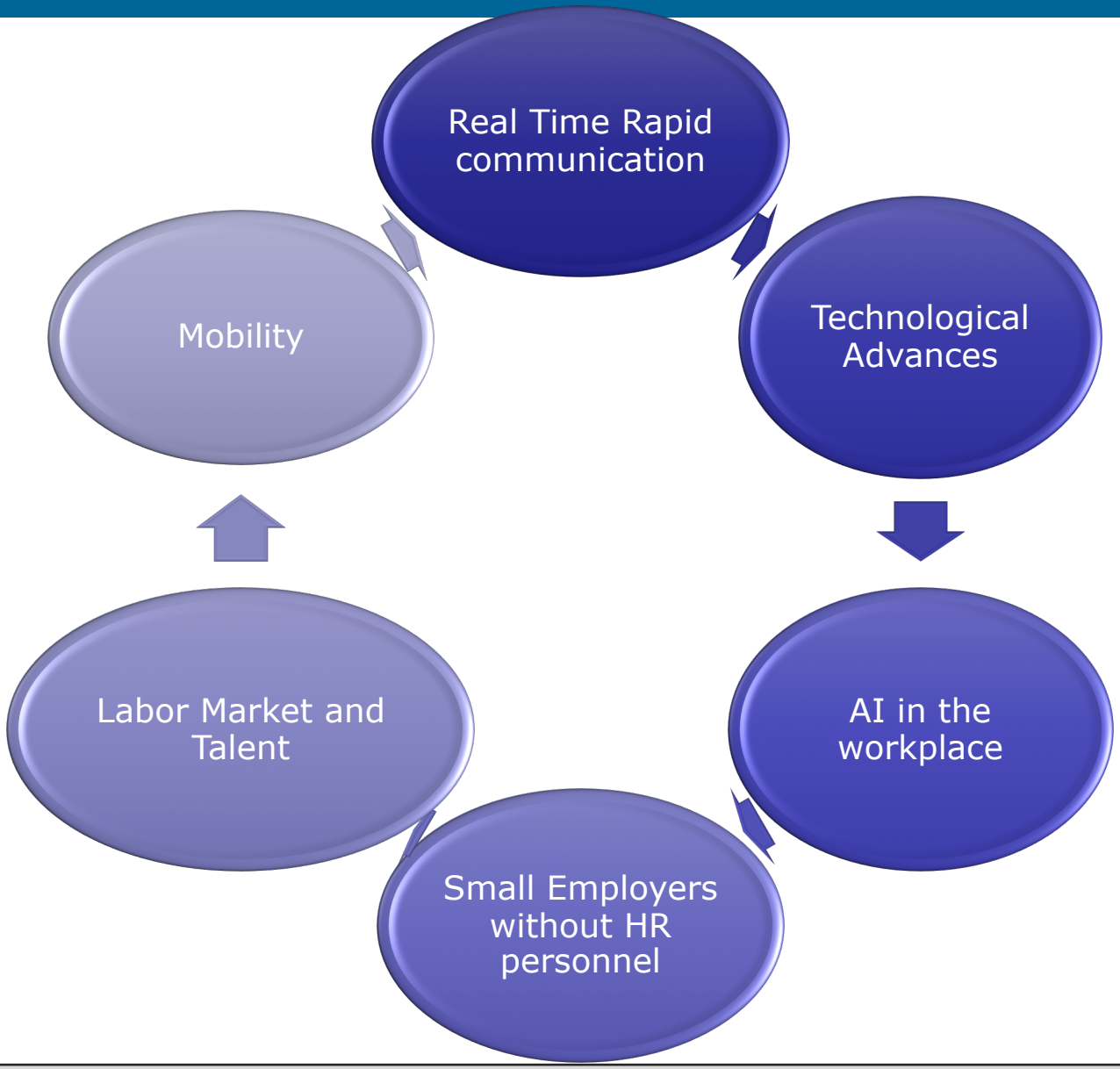
The New VR

Growth in Business Relations Units, Services, Partnerships, Outcomes

- Rapid expansion of Business Relations in VR
- Cross system performance outcomes
- Innovations like customized training strategies and emphasis on work based learning

Client Population Shifts

- Pre-ETS and High School Students
- Modern Medicine and the likely increase in people with multiple disabilities, new disabilities, and complex medical disabilities
- Encouraging people back into the labor force
- Workforce system interest in populations with high disability but limited work history


Real Time Rapid communication
Technological Advances
AI in the workplace
Small Employers without HR personnel
Labor Market and Talent
Mobility

Why PE

- Focus on rapid communication between business relations and field services and employers, particularly small employers
- Focus on clients who some may view as "not job ready" and who have employment barriers beyond disability
- Risk reduction for client and for business
- “Work based learning for adults” Diane Dalmasse.

Capacities

- Business relations personnel that do not carry a jobseeker caseload
- Rapid communication that minimizes the time between an employer request and a jobseeker in place.
- Strategies for encouraging vendor partnerships rather than competition
- Cross system relationships

The Vendor Question

- Most VR agencies face a few challenges with vendors:
  - Capacities, staff turnover, consistency of quality, geographic coverage, specification versus generalization
- Contracts:
  - Fee for Service
  - Required Activities
  - Measuring process versus outcomes

Solutions?

a) Contracting processes that pay for key components of the model

b) Enhancing internal capacities

c) Juggling process and outcome payment points

d) Counselor budgets

Contact Us

Dr. Susan Foley:
susan.foley@umb.edu

Kelly Haines:

Kelly.haines@umb.edu

DeBrittany Mitchell:
DeBrittany.Mitchell@umb.edu