



**Report to the Legislature**

**Individual Employment Support Services  
for Persons with Developmental Disabilities**

As Required by Chapter 522, Section 205 Laws of 2007  
(SHB 1128)

December 31, 2007

Department of Social and Health Services  
Planning, Performance and Accountability  
Research and Data Analysis Division  
PO Box 45204  
Olympia, WA 98504-5204  
(360) 902-0707  
Fax: (360) 902-0705

# DSHS

WASHINGTON STATE  
**Department of Social  
and Health Services**

**Headquarters located at:**  
14<sup>th</sup> and Jefferson Street  
Olympia, WA 98504



**Office of the Secretary**  
Robin Arnold-Williams, Secretary

**Planning, Performance  
and Accountability**

*Jody Becker-Green*

**Research and Data Analysis**

*Elizabeth Kohlenberg, Director*

- Program Research and Evaluation
- Office of Data Analysis
- Executive Management Information
- Human Research Review

## RDA

**DSHS Research and Data  
Analysis Division (RDA)**

**Director:** Elizabeth  
Kohlenberg, Ph.D.  
e-mail: [kohleer@dshs.wa.gov](mailto:kohleer@dshs.wa.gov)

14<sup>th</sup> and Jefferson Street  
PO Box 45204  
Olympia, WA 98504-5204  
360.902.0707

Order Publication:  
360.902.0701

**RDA's Online Library:**  
[www1.dshs.wa.gov/rda](http://www1.dshs.wa.gov/rda)

## Information About this Publication

**Title:** Individual Employment Support Services for Persons with Developmental Disabilities

**Abstract:** The study examined employment support services for persons with developmental disabilities, as required by Chapter 522 Laws of 2007. Clients of the Division of Developmental Disabilities were selected from three separate categories of employment: recent, intermittent, and continuous. During a 12-month study period, individual employment support services were received nine months on average for clients who were recently employed, 11 months for clients who were employed intermittently, and 12 months for those employed continuously during the year. For every hour of individual employment support services provided, recently employed clients worked two hours, intermittently employed clients worked five hours, and continuously employed clients worked 12 hours.

**Keywords:** Employment; Support Services; Individual Support Services for Persons with Developmental Disabilities; Developmental Disabilities; Jobs; Work Services

**Category:** Developmental Disabilities

**Geography:** Washington State

**Research Time Period:** April 2006 through March 2007

**Publication Date:** December 31, 2007

**Publication Number:** 5.33

**Project Name:** DDD Job Support Survey

**Authors:** Margaret A. Shaklee, MPA; Sharon Estee, Ph.D.; Lijian He, Ph.D.; Barbara E.M. Felver, MES, MPA; Branda K. Matson, BA; Lisa A. Weber, PhD

**Funding:** This report was partially funded by the Medicaid Infrastructure grant CFDA 93.768 from the Centers for Medicare and Medicaid Services to the Department of Social and Health Services, Aging and Disability Services Administration, Division of Developmental Disabilities.

DSHS . . . Improving the quality of  
life for individuals and families in  
need in Washington State

DSHS currently serves  
**one in four** state  
residents



RDA . . . Bringing data and analysis  
to the decision-making agenda:

- Better work processes
- Better decisions
- Better outcomes

# A Report to the Legislature

## Individual Employment Support Services for Persons with Developmental Disabilities

---

Contents.....	i
Steering Committee Members.....	ii
<b>Executive Summary .....</b>	<b>1</b>
<b>Background.....</b>	<b>2</b>
<b>Overview of Clients .....</b>	<b>3</b>
Client Services Available .....	4
<b>Working Age Adult Policy.....</b>	<b>5</b>
<b>Source of Information.....</b>	<b>6</b>
Selection of Clients.....	6
TABLE: Response Rates by Phase of Employment .....	6
Survey of Service Providers.....	6
TABLE: Number of hours of individual employment support services .....	7
<b>Individual Employment Support Services .....</b>	<b>7</b>
What is the overall length of time that individual employment support services were received? .....	7
How many <i>months</i> of individual employment support services were received? .....	8
CHART: Average number of months individual employment support services were received .....	8
CHART: Percent of clients receiving individual employment support services by number of months .....	8
How many <i>hours</i> of individual employment support services were received <i>per month</i> ? .....	8
CHART: Average hours individual employment support services were received per month.....	8
What types of employment support services were received each month? .....	9
CHARTS: Types of individual employment support services	
Intake/Orientation .....	10
Discovery .....	10
Resources.....	10
Job Preparation/Exploration .....	10
Marketing/Job Development.....	11
Job Coaching/Job Support .....	11
Retention/Follow Along.....	11
Record Keeping .....	11
Travel .....	12
How many <i>hours</i> of individual employment support services were received <i>per week</i> .....	12
CHART: Percent of clients receiving individual employment support services by hours per week.....	12
<b>Employment .....</b>	<b>12</b>
How many <i>months</i> were clients employed? .....	12
CHART: Average months of employment.....	12
CHART: Percent of clients receiving individual employment support services by number of months .....	13
How many <i>hours</i> were clients employed each month? .....	13
CHART: Average number of hours employed per month.....	13
CHART: What is the return on the investment?.....	14
<b>Future Directions .....</b>	<b>14</b>
<b>APPENDIX A: Individual Employment Support Service Definitions .....</b>	<b>15</b>
<b>APPENDIX B: Number of people served, funding, and expenditures for people served by state MR/DD agencies in FY 2004 .....</b>	<b>16</b>



THE EMPLOYMENT SUPPORT SERVICES SURVEY  
**Steering Committee Members**

*Members of the Steering Committee guided the content and direction of this report:*

Cesilee Coulson	WISE, Facilitator
Margaret Shaklee	DSHS Research and Data Analysis Division
Bianca Janssen-Timmen	DSHS Research and Data Analysis Division
Lisa Weber	DSHS Division of Developmental Disabilities
Sharon Estee	DSHS Research and Data Analysis Division
Dario Longhi	DSHS Research and Data Analysis Division
Holly Woo	King County staff
Susan Chriest	Snohomish County staff
Kelly O'Neal	Pierce County staff
Jane Boone	Thurston County staff
George Camden	Yakima County staff
Brian Nichols	Spokane County staff
Joyce Duran Black	O'Neill and Associates
David Maltman	Developmental Disabilities Council
Randy Burge	DSHS Division of Developmental Disabilities
Doug Washburn	DSHS Division of Developmental Disabilities
Linda Rolfe	DSHS Division of Developmental Disabilities
Branda Matson	DSHS Division of Developmental Disabilities
Judy Van Dyke	Job Resource Center SL
Samuel Ankney	Peopleworks
Carrie Burnam	Work Opportunities
David Schlesinger	Eastside Employment Services
Karen Dipol	Vadis
Cindi Kirchmeier	Morningside





# Developmental Disabilities and Employment

REPORT 5.33 | Prepared for the Division of Developmental Disabilities

## Individual Contributions



## Individual Employment Support Services for Persons with Developmental Disabilities

### A Report to the Legislature

*By DSHS Research and Data Analysis Division:*

Margaret A. Shaklee, MPA; Sharon Estee, PhD  
Lijian He, PhD; Barbara E.M. Felver, MES, MPA

*In conjunction with the DSHS Aging and Disability Services Administration, Division of Developmental Disabilities:*

Branda K. Matson, BA; Lisa A. Weber, PhD

## Executive Summary

In the 2007 Budget Act (Substitute House Bill 1128, Chapter 522, Laws of 2007), the Legislature instructed the Department of Social and Health Services to gather data from counties pertaining to employment support services for persons with developmental disabilities. In response the Division of Developmental Disabilities (DDD) conducted a brief survey about the amount and type of individual employment support services received by clients each month in a 12-month period from April 2006 through March 2007.

In conducting the study, DDD made a distinction between the terms "job coaching services" and "employment support services." The Steering Committee, convened by DDD, suggested that job coaching services are a part of a range of individual employment support services and recommended that the survey gather data based on the broader definition.

The study examined clients from three separate categories of employment: recent, intermittent, and continuous. These categories were used for sampling and analysis purposes in order to gather information about the full range of individual employment support services since the type and quantity of services provided tend to vary at different stages of employment.

During the 12-month study period, individual employment support services were received nine months on average for clients who were recently employed, 11 months for clients who were employed intermittently, and 12 months for those employed continuously during the year. In comparison, the average number of hours of services received each month was highest for the recently employed (15 hours per month), in between for the intermittently employed (10 hours per month), and lowest for the continuously employed (7 hours per month).

The type of individual employment support services differed among the three employment categories in a way that is consistent with the types of needs clients are likely to face at different phases of employment. Recently employed clients tended to receive support that would prepare them for a job and help find a suitable employer. These included such activities as job orientation, discovery and assessment of individual skills, job preparation, and marketing or job development. Some recently employed also received job coaching and retention services.

Intermittently employed clients required some of the same types of services as the recently employed clients requiring some time for job preparation, marketing, and job coaching. They also received retention services at a rate more similar to that of the continuously employed.

Continuously employed clients tended to receive such services as job coaching, job support, retention, and follow along with little or no other services. Most continuously employed clients required only about one to four hours of job retention services a month. In addition, small amounts of record keeping and travel each month were needed to support clients in all three employment stages.

For every hour of individual employment support services provided, recently employed clients worked two hours, intermittently employed clients worked five hours, and continuously employed clients worked 12 hours.

This study focused on employment support services provided to clients who were employed during the 12-month study period, regardless of the acuity of the client's disability. Prior to June of 2007 it was not possible to reliably gather consistent information about client acuity. In June of 2007 DDD implemented the new automated Comprehensive Assessment which will eventually assess the needs and acuity levels of every division client. Gathering consistent information about acuity levels will be possible with the new assessment and the data may be used in future studies to analyze acuity of disability and its possible relationship to the level and kind of employment services needed and provided.

## Background

In the 2007 Budget Act (Substitute House Bill 1128, Chapter 522, Laws of 2007), the Legislature instructed the Department of Social and Health Services to gather data from counties relating to employment services for persons with developmental disabilities. Specifically, the legislation states that:

*The department shall collect data from the counties related to employment services. This data shall include, but not necessarily be limited to, information pertaining to:*

*(i) The average length of time clients utilize job coaching services,*

*(ii) The percentage of clients utilizing job coaching services from:*

- 0 to 3 months*
- 4 to 6 months*
- 7 to 9 months*
- 10 to 12 months*
- 12 months or more*

*(iii) Within the monthly grouping, the percentage of clients utilizing job coaching services from:*

- 0 to 5 hours per week*
- 5 to 10 hours per week*
- 10 to 20 hours per week*
- 20 or more hours per week*

The Division of Developmental Disabilities (DDD) contracted the Research and Data Analysis Division to design a sampling plan and a survey to gather the required information about individual employment support services provided to its clients. DDD convened an ad hoc Steering Committee to assist staff in developing a comprehensive definition of employment services to be used in the survey and to provide advice on the proposed study design.

An important distinction must be made between the terms "employment support services" and "job coaching services." The Steering Committee and staff from DDD defined the term "job coaching services" as a fraction of the range of individual employment support services provided to persons with developmental disabilities. Since the legislation directed the department to gather information about employment services provided to these clients, the study was designed to gather information about the broader range of employment support services, which include but are not limited to job coaching.

The Steering Committee contributed immeasurably to the conduct of this study by developing operational definitions of key components of employment support services. The categories they chose to represent the broad range of individual employment support activities are intake and orientation, discovery, job preparation or exploration, marketing or job development, job coaching or job support, retention or follow along, record keeping, and travel. For more complete details, see the *Individual Employment Support Services Definitions* included at the end of this report (Appendix A).

**Individual Employment Support Services** are a set of services that an employment specialist uses to introduce, prepare, support, monitor, and facilitate a person with disabilities to find and keep a job. Services include job marketing and development; individual planning or discovery of an individual's interests, skills and challenges; job coaching or teaching the skills necessary to do the job; and maintenance or follow-along support to help the person retain the job.

**Job coaching** is one of several key elements of employment support and refers to the training of a supported employee by an approved specialist, who uses structured intervention techniques to help the supported employee learn to perform job tasks to the employer's specifications and to learn the interpersonal skills necessary to be accepted as a worker at the job site and in related community contacts.<sup>1</sup>

The responsibilities of employment specialists may include:

- Specialized job placement following a thorough task analysis and matching the employment to the interest and strengths of the individual with a disability.
- Intensive on-site instruction of the worker, co-workers, and supervisor based on situational assessment.
- Continuous evaluations by collecting and recording data and modifying the job-site training as appropriate.
- Advocating for the supported employee both at and away from the job.
- Proactive extended services at and away from the job site, as necessary to assist the worker to remain employed in the integrated labor market.<sup>2</sup>

## Overview of Clients

The Division of Developmental Disabilities (DDD) assists individuals with developmental disabilities and their families to obtain services and supports based on individual preference, capabilities and needs, and which promote everyday activities, routines and relationships common to most citizens.

*A DDD eligible client is defined as a person who has a disability attributable to:*

Mental Retardation;  
Cerebral Palsy;  
Epilepsy;  
Autism; or

Another neurological or other condition closely related to mental retardation or that requires treatment similar to that required for individuals with mental retardation;

*Which:*

Originated before the individual attained age eighteen;  
Continued or can be expected to continue indefinitely; and  
Results in substantial limitations.

The employment services a client may receive are dependent on the availability of funding and/or eligibility for the specific service. Client needs and service support levels vary. The severity of disability as well as the support needs range with some requiring little to no support and others requiring intense one on one support services. Other factors critical to the success of employment services include whether a family expects their family member to work, whether the persons themselves expect to work as well as employers and their interest in employing persons with developmental disabilities.

---

<sup>1</sup> Source: Vocational Rehabilitation Services Manual Section 8.38, New York State Office of Children and Family Services, [http://www.ocfs.state.ny.us/main/cbvh/vocrehab\\_manual/](http://www.ocfs.state.ny.us/main/cbvh/vocrehab_manual/).

<sup>2</sup> Source: Vocational Rehabilitation Services Manual Section 10.04 Supported Employment, New York State Office of Children and Family Services, [http://www.ocfs.state.ny.us/main/cbvh/vocrehab\\_manual/10-04\\_Supported%20Employment.htm](http://www.ocfs.state.ny.us/main/cbvh/vocrehab_manual/10-04_Supported%20Employment.htm).

## Client Services Available

DDD supports employment and day services, including child development services, through contracts and partnerships with county government. The counties select and contract with service providers and directly provide many of the support services that strengthen the community infrastructure. The following is a list and description of the services available:

**Information/Education** – A variety of activities and strategies are developed to assure that individuals with developmental disabilities and families have full access to current information about services and supports that will assist them in becoming full participants in their communities.

**Person-to-Person** – Person-to-Person services are a part of an individual's pathway to employment. A combination of services and supports may be needed to assist people to:

- Develop and implement self-directed services;
- Develop a person centered employment plan;
- Prepare an individualized budget;
- Work and volunteer in the community; and/or
- Obtain the generic community resources needed to achieve integration and employment.

**Employment Services** – These services provide ongoing support services and training for eligible persons with paid jobs in a variety of settings and work sites, including individual or group options in the community and specialized industry settings.

- **Individual Supported Employment:**

These are placement and follow-up services necessary to help a person with developmental disabilities obtain and continue integrated, individual employment in the local community. This service may include creating work opportunities through job development, support to the employee's supervisors and/or peer workers to enable them to support the person on the job, on-the-job training, and modification of work site or tasks.

- **Group Supported Employment:**

These services are a part of a pathway to Individual Supported Employment. These are supervised employment and training activities in regular business and industry settings for groups of no more than eight (8) workers with disabilities. The workers are individuals who have a demonstrated need for ongoing supervision and support in order to maintain employment. Typical program examples include enclaves, mobile crews, and other business-based programs employing small groups of workers with disabilities in integrated employment.

- **Pre-Vocational Services:**

These services are a part of a pathway to Individual Supported Employment. Pre-Vocational services, often called sheltered workshops because of the segregated setting in which the work takes place, generally train groups of people with disabilities in the same setting.

**Community Access** – These programs are for people with developmental disabilities ages 62 and older who have retired. Services will assist individuals to participate in integrated activities, events and organizations in the local community in ways similar to others of retirement age.

**Child Development Services** – These programs emphasize early intervention services designed to meet the needs of a specific child. They include therapy, education, family counseling, and training, and are provided to children until age three when they become eligible for services through public schools or other community programs.

## Working Age Adult Policy

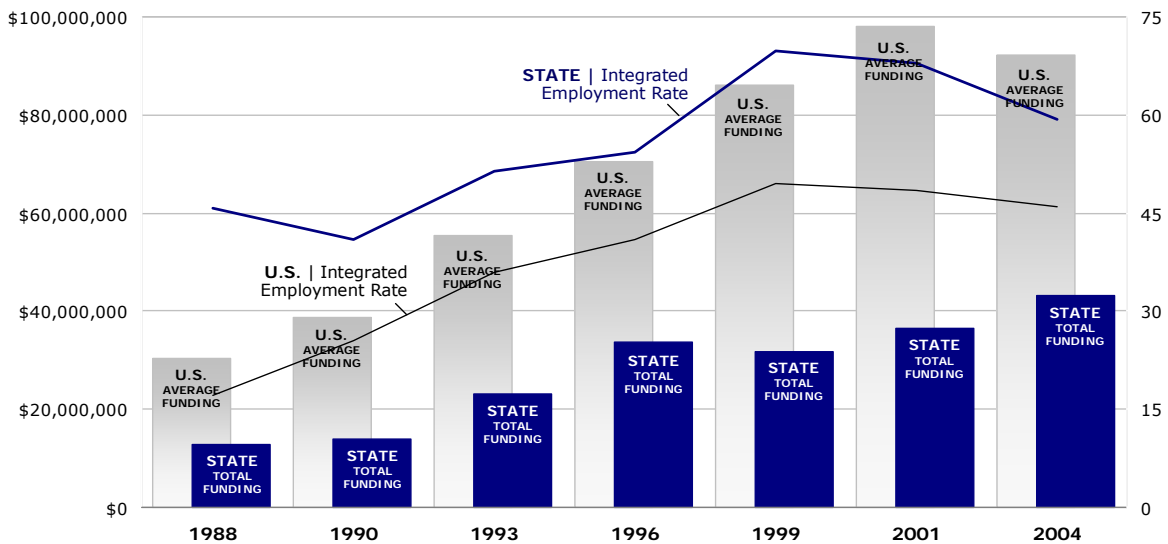
In July 2004 DDD initiated the Working Age Adult policy which states that "All individuals, of working age, regardless of the challenge of their disability, will be afforded an opportunity to pursue competitive employment." A date of July 2006 was given to county partners as the deadline for full implementation. Significant progress has been made and efforts to support the Working Age Adult policy continue, but it appears that there is still more work to do before all persons with developmental disabilities will be employed.

Supported Employment funds are requested for about 88 percent of DDD clients who graduated from high school and are at least 21 years of age (who are called "transition age students"). Successful employment outcomes are affected by the funding currently available to DDD. Less than half of all working age adults enrolled with the division are receiving some form of employment services. In addition, the current funding level of approximately \$500 per person per month will pay for a limited amount of support. This amount is much lower than funding provided by other states for similar services, as shown in the chart below.<sup>3</sup> See Appendix B for a state-by-state comparison. According to DDD staff, limited funding affects the division's ability to reliably employ adults with very severe disabilities.

Washington State has consistently been in the top three states nationwide with regard to success in employment.<sup>4</sup> Despite our success, there is yet much to be learned about the benefits of employment for persons with more significant disabilities who have not typically been part of the community workforce and what it will take to successfully support them.

### Integrated Employment Rate and Funding

STATE AND NATIONAL COMPARISON



	Funding						
Washington	\$12.8 m	\$13.8m	\$23.3 m	\$33.8 m	\$31.8 m	\$36.5 m	\$43.3 m
U.S. (Average)	\$30.3 m	\$38.8 m	\$55.3 m	\$70.6 m	\$86.0 m	\$98.1 m	\$92.2m
	Integrated Employment Rate						
Washington	45.82	40.87	51.38	54.22	69.75	67.99	59.38
U.S. (Average)	17.16	25.55	35.94	40.89	49.45	48.52	45.87

SOURCE: Institute for Community Inclusion. (n.d.) *StateData.info*. Retrieved December 7, 2007, from <http://www.statedata.info>.

NOTES:

1. Integrated employment represents employment of persons with developmental disabilities within the general labor market. This includes competitive employment, individual supported employment, and certain forms of group supported employment (e.g., mobile work crews) but excludes sheltered workshops or employment in other isolated, non-integrated settings.

2. U.S. Average Funding and State Total Funding represent funding for all day and employment services. The U.S. average equals total funding for all states and the District of Columbia divided by 51.

<sup>3</sup> Information is based on data from the Institute for Community Inclusion (n.d.)/StateData.info/. Retrieved from <http://statdata.info>.

<sup>4</sup> Information is based on data from the Institute for Community Inclusion (n.d.)/StateData.info/. Retrieved from <http://statdata.info>.

## Source of Information

### Selection of Clients

This study covers persons who were receiving Individual Supported Employment services through DDD. Eligible persons have a portion of their upfront costs for employment provided through the Division of Vocational Rehabilitation (DVR) or the public school system. Services provided by supported employment agencies are included in this study regardless of the funding source for these services.

In order to gather information about the individual employment support services provided to clients with developmental disabilities, a sample of 750 clients was selected from 2,848 clients who had received individual employment support services and had been employed in at least one month in the 12-month period between April 2006 and March 2007. Information reported by service providers and counties to DDD each month was used to identify clients who received a wage in at least one month and who had received individual employment support services at least once during this period. Clients who received only Group Supported Employment or who only participated in DDD Pre-vocational services were not included in the eligible population for this report since these forms of employment support were considered outside the scope of this report. Community Protection Program clients who met the conditions for the study population *were* included in the sample.

The type and amount of employment support services are expected to vary according to recency of employment and whether the client maintains continuous employment. For example, such activities as job preparation are more likely to be provided to a client who is recently employed than to someone who has maintained continuous employment for a period of time. Similarly, more hours of job coaching and support services may be provided to someone who recently began employment or who is employed intermittently than to someone with continuous employment. In order to represent the full range of employment support services provided to DDD clients, the sample was drawn from clients in the following three phases of employment:<sup>5</sup>

- **Recent Employment** – Received wages in at least one month between October 2006 and March 2007, but received no wages in the preceding six months.
- **Intermittent Employment** – Received wages in at least one month between April 2006 and September 2006, but not employed in every month of the 12-month period.
- **Continuous Employment** – Received wages in every month of the 12-month period.

Information was obtained from service providers for 561 clients of the 750 clients selected for the sample, resulting in a **response rate of 75 percent**.

### Response Rates by Phase of Employment

	RECENT	INTERMITTENT	CONTINUOUS	TOTAL
Total Number of Clients	301	1,081	1,466	2,848
Sample Size	250	250	250	750
Responses	190	186	185	561
<b>RESPONSE RATE</b>	<b>76%</b>	<b>74%</b>	<b>74%</b>	<b>75%</b>

### Survey of Service Providers

A survey of service providers was chosen as the most direct way to gather detailed information about the type and amount of employment support services provided to clients with developmental disabilities. The County Human Resource Information System (CHRIS) maintained by DDD was used to select the sample of clients based on approximate hours of employment (i.e. wages earned).

A total of 89 separate service providers had provided employment support services to the 750 clients selected for the representative sample. A letter from the Director of DDD was sent to each of these providers asking them to participate in this study and to provide information for the clients they had served who were chosen for this study. Of the 89 service providers, 70 (79 percent) provided answers for some or all of their selected clients.

<sup>5</sup> Source: CHRIS (County Human Resource Information System), Division of Developmental Disabilities, DSHS.

The survey contained a series of questions for every month in the 12-month study period of April 2006 through March 2007. For each month, the provider was asked to answer the following questions for each of their clients who had been selected for the sample:

1. Did this person earn a wage in this month?
2. How many hours did this person work for a wage in this month?
3. Did your organization provide individual employment support services to this person in this month?
4. What is the total number of hours that you provided individual employment support services for this person in this month?
5. Provide the number of hours of individual employment support services in this month in each of the service categories provided in the following matrix:

EMPLOYMENT SUPPORT SERVICE CATEGORIES	Number of hours of individual employment support services								
	NONE	1-4	5-8	9-12	13-16	17-20	21-40	41-80	81+
Intake/Orientation									
Discovery									
Resources									
Job Prep/Exploration	– SURVEY INSTRUMENT –								
Marketing/Job Development									
Job Coaching/Job Support									
Retention/Follow Along									
Record Keeping									
Travel									

*Responses were provided for each month from April 2006 through March 2007.*

The survey was administered through a secure Internet system using software from Key Survey, Incorporated. Responses to the survey were gathered between September 17 and October 31, 2007. The survey asked the provider to specify the date when their organization started to provide individual support services, regardless of the source of funding for such services. This date was used in a measure of the overall elapsed time for providing individual employment support services.

## Individual Employment Support Services

### What is the overall length of time that individual employment support services were received?

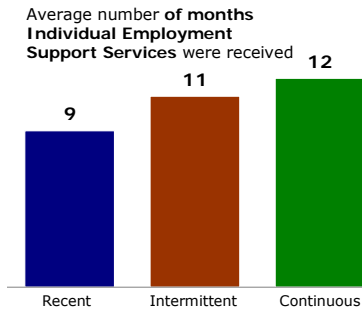
The average elapsed period of time for receiving individual employment support services was measured from the date the provider started providing employment support services to a client to the last month for these services, as reported in the 12-month study period. We did not attempt to determine whether these services were provided continuously or intermittently during this period.

The average elapsed time for the receipt of individual employment support services varied among the three employment phases, ranging from 3 years for recently employed clients, 4.2 years for intermittently employed clients, and 9 years for continuously employed clients. This study investigates the length and type of individual employment support services received in a recent 12-month study period but does not address what level of services were provided before that.

Although some clients were classified as recently employed, some of them may have been receiving services such as training or skill building before they were employed. Since averages can be pulled upward by elapsed times of a small number of clients with longer relationships with providers, it is helpful to also consider the medians.

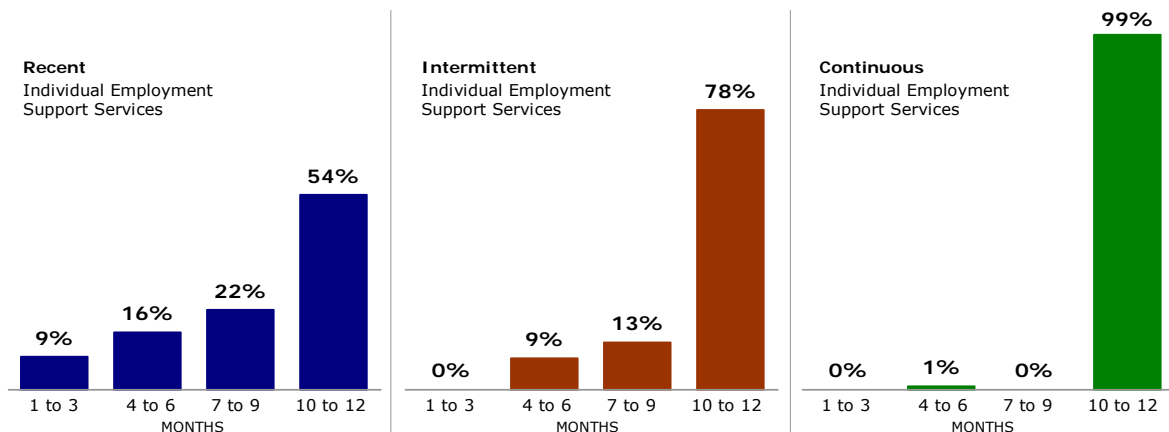
Based on medians, it appears that half of the recently employed clients began receiving services within less than one year. The medians for the intermittently and continuously employed clients were 3 and 8 years, respectively, which more closely approximated the averages.

### How many *months* of individual employment support services were received?



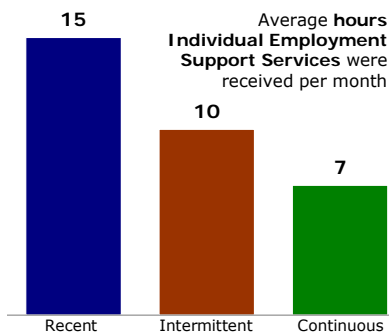
The average number of months for receiving individual employment support services was least for recently employed clients and greatest for clients who were employed continuously in the 12-month study period.

Recently employed clients received individual employment support services an average of nine out of 12 months. Those who were employed intermittently received services an average of 11 out of 12 months. Finally, clients who were employed continuously received some services in all 12 months.



Nearly all of the continuously employed clients received individual employment support services in 10 to 12 months of the 12-month study period, while 78 percent of intermittently employed clients and 54 percent of recently employed clients received services a similar length of time.

### How many *hours* of individual employment support services were received *per month*?



The average number of hours of individual employment support services per month was greatest for those recently employed and lowest for those continuously employed.

Recently employed clients received an average of 15 hours of support services per month, while those who were employed intermittently received about 10 hours per month, and those employed continuously received only 7 hours of support services per month, on average.

The legislation for which this study was conducted asked for hours of service provided *per week*.

DDD and the Steering Committee noted employment service hours were recorded on a monthly basis. Thus, the survey was designed to collect hours of service per month. To address the question posed by legislation, the average hours of services received per month for each client were divided by 4.352 to compute hours of service per week, shown in the following charts.<sup>6</sup>

<sup>6</sup> The average number of hours of services per month was calculated based on the months in which each client received employment support services.

## What types of individual employment support services were received each month?

Recently employed clients were more likely to receive services that are needed to prepare an individual for employment and to help them find a job, including job preparation/exploration, marketing/job development, and job coaching/job support. Intermittently and continuously employed clients tended to use services that are needed to keep a job such as, job coaching/job support and retention/follow along services.

About 1 to 4 hours of job coaching or job support services were received in 21 percent of all person months by the intermittently and continuously employed clients compared to only 11 percent of the person months for recently employed clients. In comparison, 9 or more hours of job coaching services in a month were received in 13 percent of the months in the year for the recently employed and in 10 percent of the time for intermittently employed.

About 1 to 4 hours of retention and follow along support activities were received in 69 percent of the months in the year for the continuously employed, in 38 percent of the months for the intermittently employed, and in 18 percent of the months for the recently employed.

To support their clients, providers also kept notes, filed periodic progress and incident reports, completed satisfaction surveys, maintained files and records, and reported wages. Providers also traveled with and on behalf of clients in support of their continued employment. For most of the clients these support activities took about 1 to 4 hours per month.

### How to read the charts on types of individual employment support services

The individual employment support services that clients receive were divided into nine different categories. The first seven categories which included activities directly needed to help a client prepare for a job, find a job, or remain employed were labeled: intake or orientation, discovery, resources, job preparation or exploration, marketing or job development, job coaching or job support, and retention or follow along. The remaining two categories—record keeping and travel—are also necessary to maintain documentation and to support client employment efforts.

The charts on the next three pages are based on the percent of total months for clients in each employment group in a year, including months in which a client may not have received services (called "total person months"). Total person months for each group equal the number of clients in the group times 12 months. That is, 2,280 for 190 clients in the recent employment, 2,232 for 186 clients in the intermittent, and 2,220 for 185 clients in the continuous group.

#### EXPLANATION

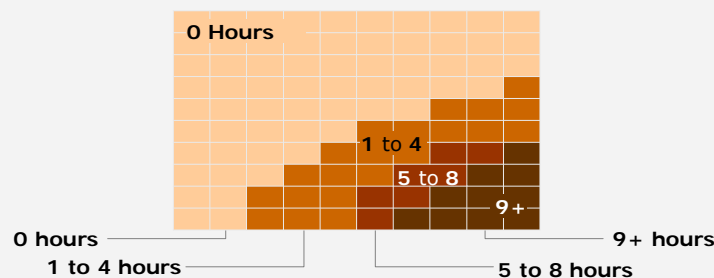
Each chart represents the total of 100 percent and each block in a chart equals just 1 percent.

#### PHASE OF EMPLOYMENT

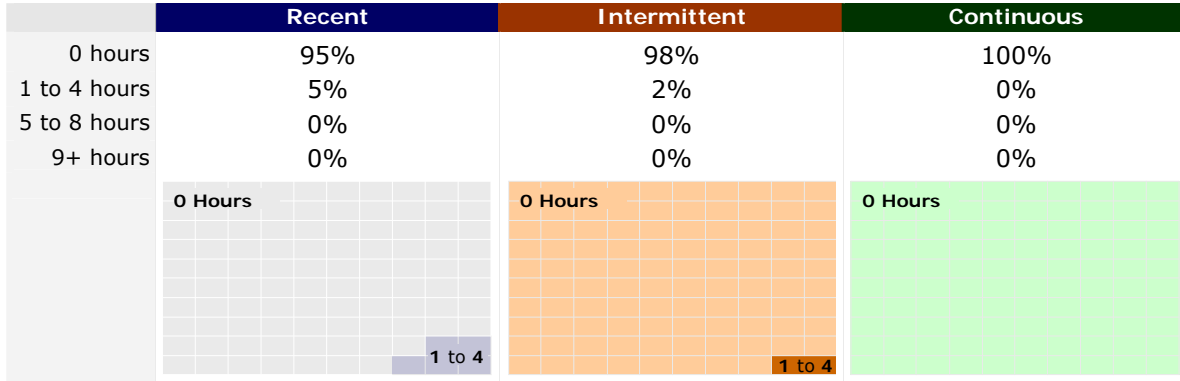
- **Recent**
- **Intermittent**
- **Continuous**

#### HOURS PER MONTH

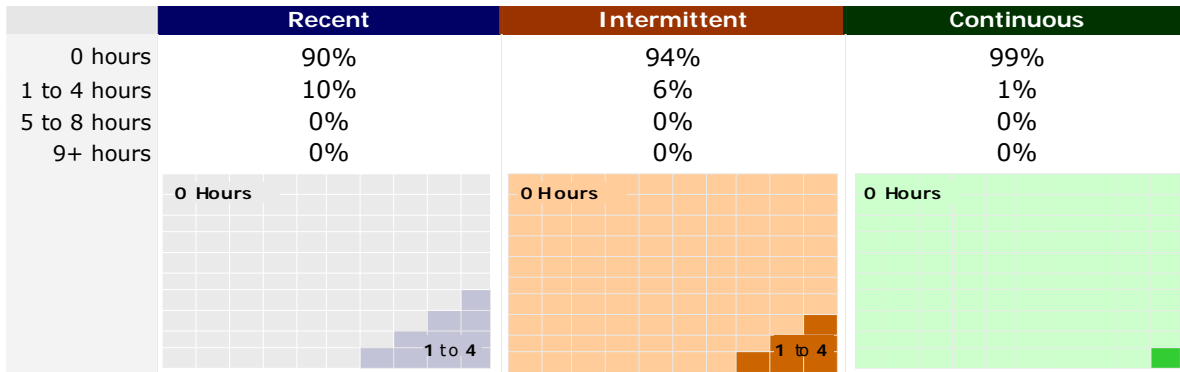
*NOTE: The darker the color (blue, orange, or green) the more hours of services received in a month.*



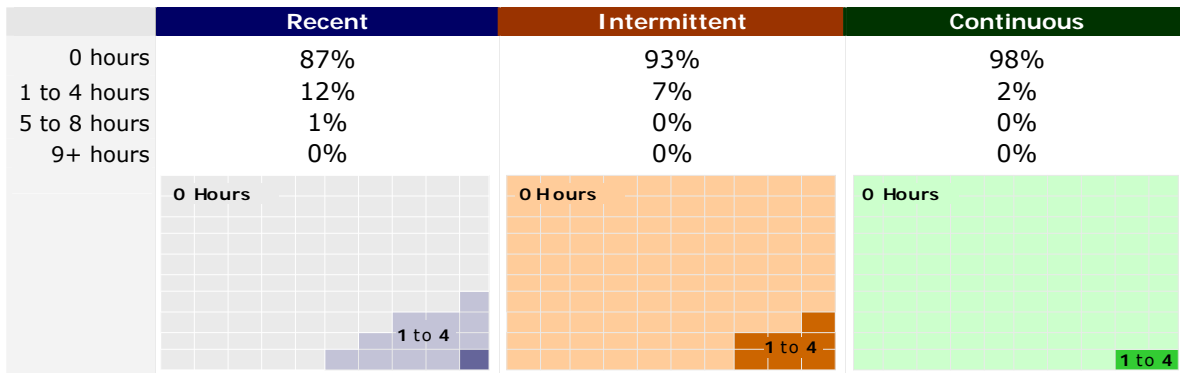
## Intake / Orientation



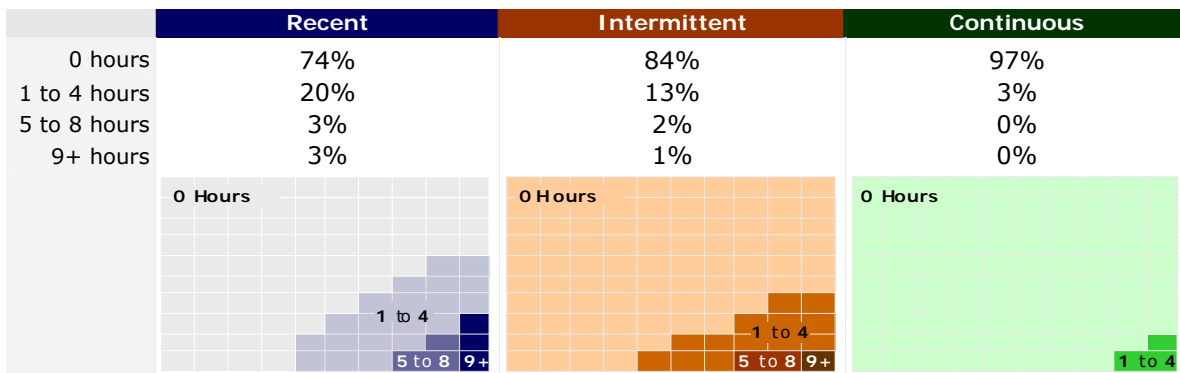
## Discovery



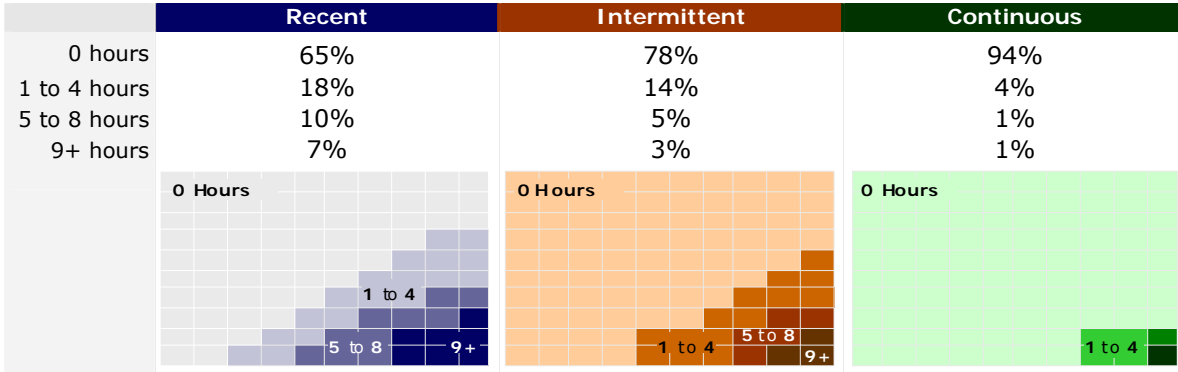
## Resources



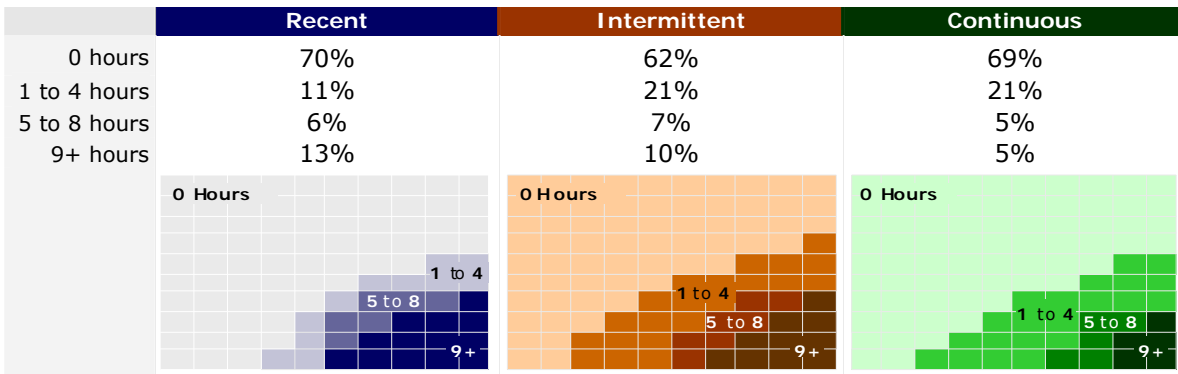
## Job Preparation / Exploration



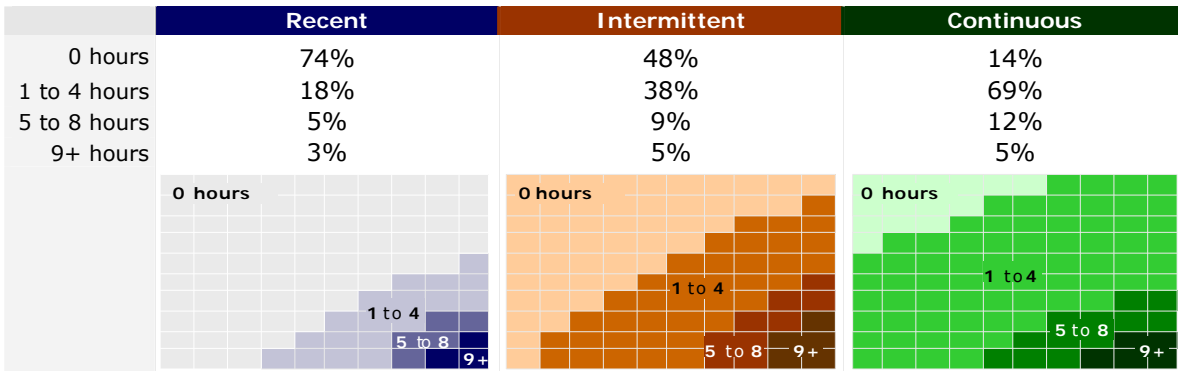
## Marketing / Job Development



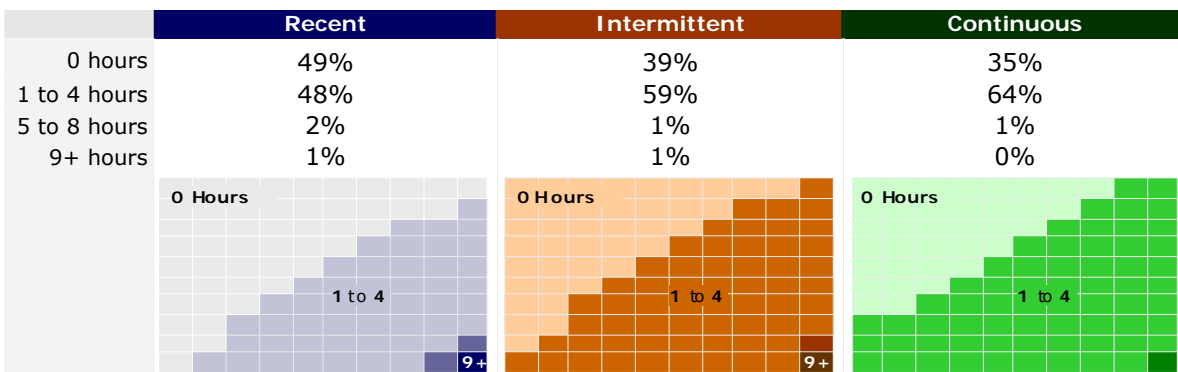
## Job Coaching / Job Support



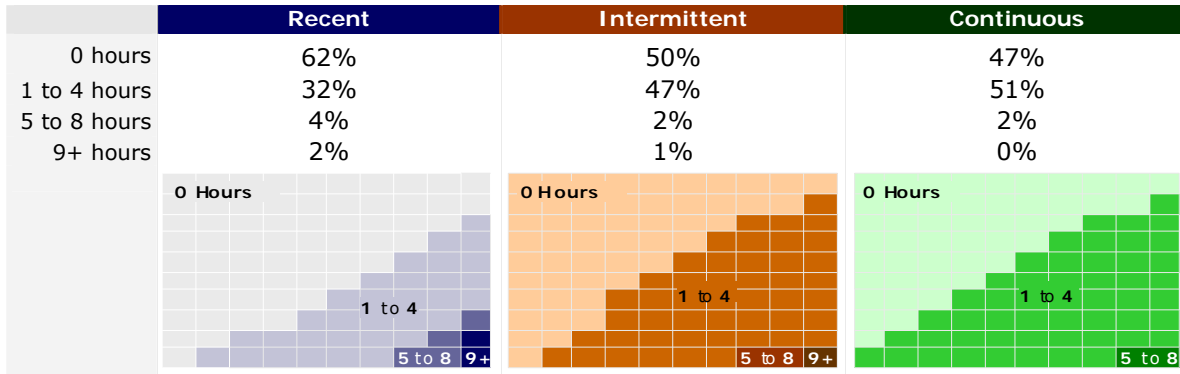
## Retention / Follow Along



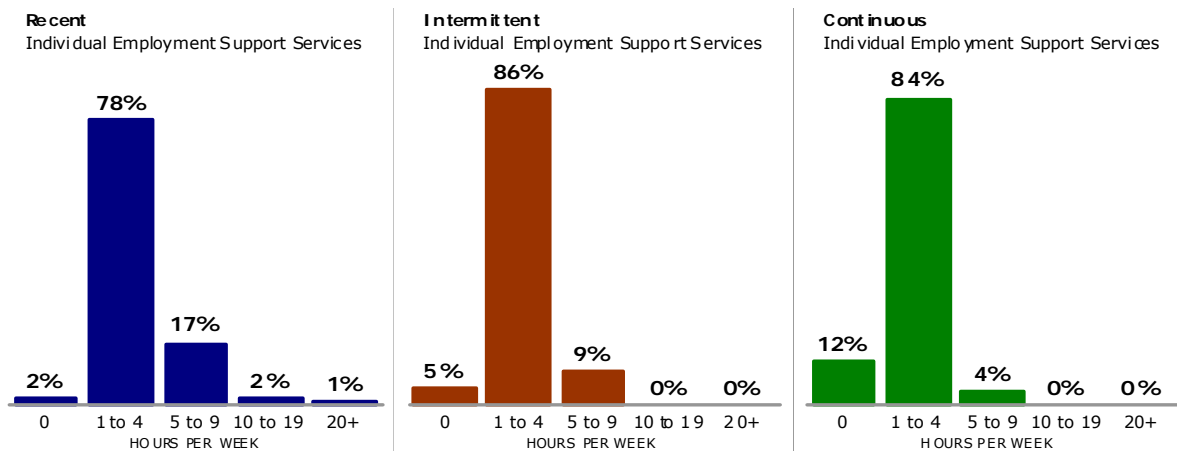
## Record Keeping



## Travel



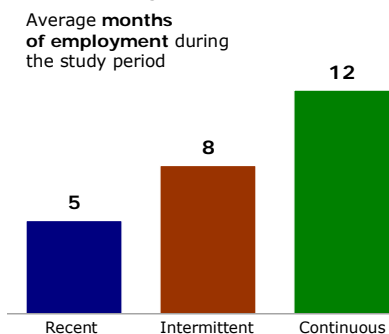
## How many *hours* of individual employment support services were received *per week*?



The majority of clients received individual employment support services between one and four hours per week: 78 percent of the recently employed, 86 percent of the intermittently employed, and 84 percent of the continuously employed. Individual employment support services were received from five to nine hours per week for 17 percent of the recently employed clients and for nine percent of the intermittently employed.

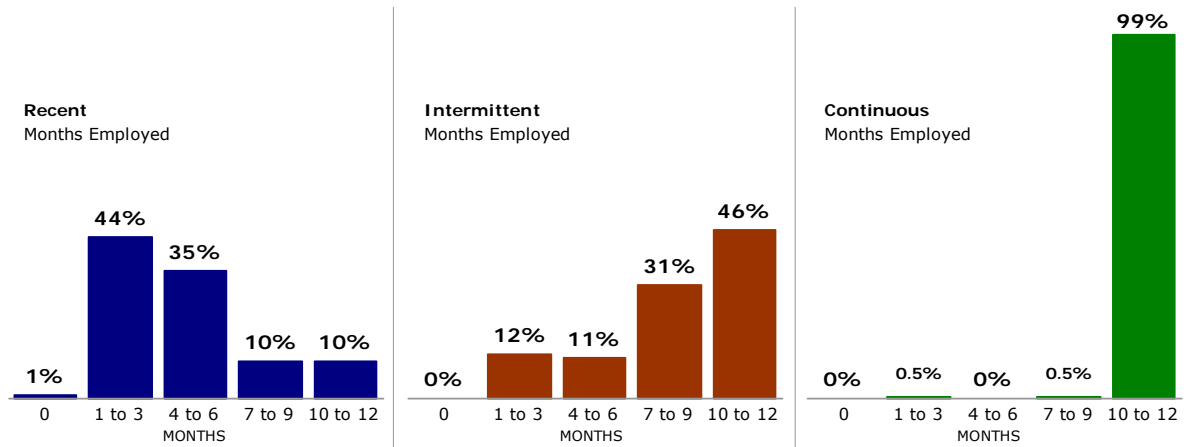
## Employment

### How many *months* were clients employed?



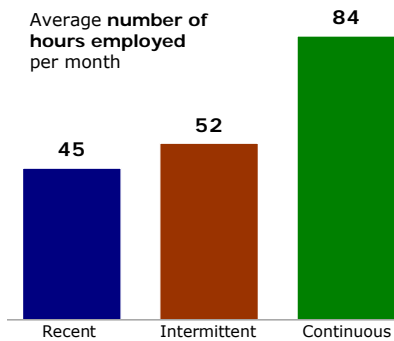
The average number of months of employment was least for recently employed clients and greatest for clients who were employed continuously in the 12-month study period, as one would expect from the manner in which the three groups were defined.

Recently employed clients were employed an average of five out of 12 months. Those who were employed intermittently worked an average of eight out of 12 months. Finally, clients who were employed continuously worked in all 12 months.



Employment was reported in 10 to 12 months of the 12-month study period for nearly all (99 percent) of the clients in the continuous employment category. In comparison, about half (46 percent) of the intermittently employed worked 10 to 12 months in the year and nearly one-third (31 percent) worked seven to nine months. Most of the recently employed worked from one to three months (44 percent) or from four to six months (35 percent).<sup>7</sup>

### How many hours were clients employed each month?



The average number of hours of employment per month was lowest for clients who were employed recently during the 12-month study period and greatest for those employed continuously.

Recently employed clients worked an average of 45 hours per month, in the months that they were actually employed. Those with intermittent employment during the year worked an average of 52 hours per month. Clients who were employed continuously through the 12-month study period worked an average of 84 hours per month.

According to data from the Department of Social and Health Services' (DSHS) County Human Resource Information System (CHRIS), the average monthly wage for persons who received services from the Individual Supported Employment Program in any month between April 2006 and March 2007 was \$710 per client. The ratio of earnings by the DDD clients who received services through this program to the costs of providing these services was \$1.13, representing a cost-benefit ratio of 1.13.<sup>8</sup> This suggests that the benefits for persons with developmental disabilities exceed the costs of providing employment support services.

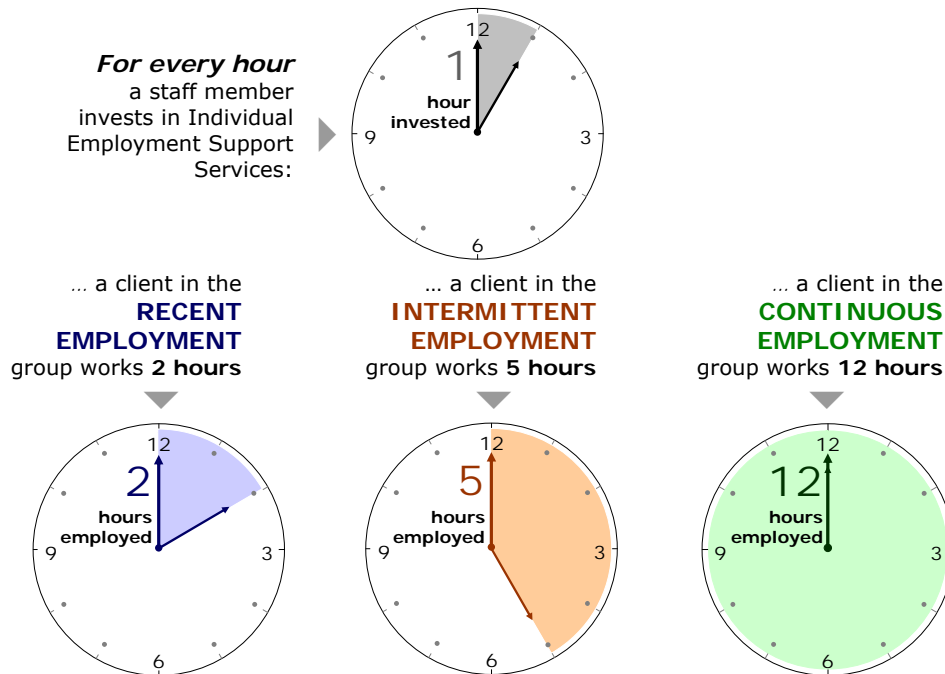
There were a number of DDD clients who were employed but who received no DDD-funded employment support services during the time frame of the study. Using employment data linked to DSHS client service records, we found an average of 981 DDD clients per quarter who were employed but did not receive individual employment support services at any time during the 12-month period. These individuals worked an average of 78 hours per month and earned about \$829 per month.<sup>9</sup> Therefore, persons who require employment support can be just as successful as those who do not require assistance if employment services are in place.

<sup>7</sup> Information from the local employment support service providers about the months in which the client was employed sometimes differed from the information about the months a client received a wage recorded in CHRIS (County Human Resource Information System). The data in CHRIS was used for sampling purposes. Clients were kept in their original sampling strata based on data from CHRIS, and the data collected directly from service providers was used in analyses.

<sup>8</sup> The cost-benefit ratio of 1.13 equals \$18,960,998 (the total wages earned by DDD clients who received individual employment support services) divided by \$16,797,436 (the cost of providing these services).

<sup>9</sup> Information is based on data from the Employment Monitoring Database (EMDP) maintained by the Research and Data Analysis Division which contains information on Department of Social and Health Services clients linked to Employment Security Department employment data.

## What is the return on the investment?



The ratio of service hours to employment hours was calculated based on all 12 months in the study period. For every hour of individual employment support service received, recently employed clients worked two hours, intermittently employed worked five hours, and continuously employed worked 12 hours.

## Future Directions

DDD is interested in exploring the factors that determine cost and efficacy in employment support services. Its long-term plan proposes that a research (evidence based) investigation be conducted of the major determinants of supported employment rates and the most cost effective approaches to employment. The time frame and extent of this plan will, of course, depend on the amount of resources the division can obtain to fund such an effort. The division does not currently have funding or staffing to pursue this goal.

The proposed study would require three to five years to complete and a substantial commitment from the Aging and Disability Services Administration (ADSA) in terms of funding and staff support. The study would prospectively follow individuals receiving services to determine which individuals have the best outcomes relative to their individual and environmental support needs. While the study would require an investment of time and resources (that are currently not available in ADSA), it would produce definitive, useful and measurable descriptors of activities that assist persons with developmental disabilities to become gainfully employed. The study would demonstrate which practices the division should encourage in the future as well as document costs so DDD could show how state resources are used to accomplish employment goals for working age adults with developmental disabilities. The study would offer a way for DDD to show a consistent and logical statewide cost structure system for budget development. The cost study would also have the advantage of using individual acuity information now available as a result of implementation of the DDD Full Assessment.

## APPENDIX A

# Individual Employment Support Service Definitions

Use these definitions when completing the DDD Employment Support Service Survey

### Intake / Orientation

- Meeting with individual, family and/or other support persons
- Provide system overview including services and funding
- Complete initial paperwork including intake assessment
- Collect individuals history/information/ records from other sources

### Discovery

- Identify what are job interests
- Conduct an assessment - skills inventory
- Spot potential obstacles and probable remedies
- Consider current job market compared to individuals desired job(s)
- Develop plan including:
  - Goals
  - Methods
  - Strategies

### Resources

- Benefit analysis
- Secure funding commitments from:
  - Division of Vocational Rehabilitation (DVR)
  - Social Security Work Incentive
  - Mental Health (MH)

### Job Prep / Exploration

- Travel training
- Interview skills
- Grooming / hygiene / professional appearance
- Teach self advocacy
- Assistance obtaining required job items – i.e. food handlers' permit, First Aid card etc.
- Sample various work sites – tours
- Job shadow – trial work experience
- Adaptive technology planning
- Develop portfolio / resume
- Apprise of job clubs
- Assist completing job application

### Marketing / Job Development

- Conduct labor market analysis
- Network
- Target / Research Employer
- Develop relationship with employer
- Educate employer – benefits to employee individual, clarify roles, outline expectation, etc.
- Evaluate employment site, provide proposal to employer and secure commitment.
- Complete job/task analysis
- Identify natural supports
- Identify potential obstacles
- Negotiate job start
- Assist with interview process
- Job replacement / change
- Customize job / job carving
- Match the employment opportunity to the interest, strengths, and skills of the individual.

### Job Coaching / Job Support

- Assessment – development supports to maintain independence – i.e. jigs, checklist etc.
- Coordinate with: transportation and individuals home site schedule
- New hire orientation / testing
- Provide intensive onsite instruction / education
  - To the individual
  - To the co-workers
  - To the supervisor
- Develop natural supports
- Continuous evaluation – modifying job-site, task, and supports as necessary
- Advocating / problem solving / crisis management
- Identify stabilization
- Develop fade schedule
- Continuous communication- families, and the employer
- Coordinate referrals to community resources and case management
- Develop follow-up support plan

### Retention / Follow Along

- Advancement
- Periodic on-site visits
- Communication upkeep and relationship expansion/continuation
- Quality assurance - monitoring
- Problem recognition / resolution
- Job modifications – new job tasks – re-training
- Business monitoring change – staff/co-worker re-training etc.
- Advocating – advancement opportunity, increased benefits, and/or more hours
- Update employment plans

### Record Keeping

- Contact notes/logs
- Periodic progress reports
- Incident reports
- Satisfaction surveys
- Maintain files/records
- Report wage/hour info

### Travel

- All travel time spent with or on behalf of the client in that particular month

**EMPLOYMENT SPECIALIST/PROFESSIONAL** refers to an individual that assists people with disabilities to find and keep a job. This includes job marketing/development; individual planning or discovery of an individual's interests, skills and challenges; job coaching or teaching the skills necessary to do the job; and maintenance or follow along support to help the person retain the job.

### CONTACT:

**Branda Matson**  
Division of Developmental  
Disabilities, Aging and Disability  
Services Administration  
[MatsoBK@dshs.wa.gov](mailto:MatsoBK@dshs.wa.gov)  
(360) 725-3405



DDD Division of Developmental  
Disabilities

**APPENDIX B**  
**Number of people served, funding, and expenditures for people served**  
**by state MR/DD agencies in FY 2004**

State	Total served	Total funding	Expenditures Per Person Served (All Settings)	Number Served in Integrated Employment	Total Integrated Employment Expenditures	Expenditures Per Person in Integrated Employment	Percent in Integrated Employment
AK	768	\$10,321,554	\$13,440	315	\$3,915,292	\$12,429	41%
AL	4,482	46,093,110	10,284	208	1,696,248	8,155	5%
AR	11,281	43,158,917	3,826	192	239,382	1,247	2%
AZ	4,943	-	-	-	-	-	-
CA	50,430	-	-	-	-	-	-
CO	7,163	-	-	1,969	-	-	27%
CT	7,570	133,411,163	17,624	3,791	55,123,143	14,541	50%
DC	1,205	3,068,217	2,546	62	500,000	8,065	5%
DE	1,379	24,302,455	17,623	360	3,784,124	10,511	26%
FL	18,325	95,203,834	5,195	2,627	6,912,147	2,631	14%
GA	15,695	96,452,905	6,145	3,224	20,601,186	6,390	21%
HI	1,183	24,177,166	20,437	22	178,253	8,102	2%
IA	8,590	34,376,010	4,002	2,013	3,930,303	1,952	23%
ID	996	3,545,451	3,560	531	1,654,752	3,116	53%
IL	-	-	-	-	-	-	-
IN	10,768	43,365,776	4,027	3,245	-	-	30%
KS	-	-	-	-	-	-	-
KY	4,465	29	0	2,465	21	0	55%
LA	2,026	12,085,900	5,965	957	-	-	47%
MA	12,888	181,483,324	14,082	3,113	39,111,084	12,564	24%
MD	8,623	117,754,333	13,656	3,328	45,141,933	13,564	39%
ME	-	-	-	-	-	-	-
MI	17,534	139,184,493	7,938	5,317	24,483,794	4,605	30%
MN	-	-	-	-	-	-	-
MO	4,378	30,493,869	6,965	398	1,684,218	4,232	9%
MS	5,504	47,182,015	8,572	409	-	-	7%
MT	1,671	17,107,111	10,238	247	2,175,959	8,810	15%
NC	18,765	264,898,621	14,117	2,031	9,715,962	4,784	11%
ND	1,707	15,101,736	8,847	-	-	-	-
NE	3,393	39,103,497	11,525	1,086	6,049,028	5,570	32%
NH	2,100	-	-	947	-	-	45%
NJ	8,331	129,406,938	15,533	1,349	11,131,384	8,252	16%
NM	2,781	31,360,470	11,277	1,098	6,452,156	5,876	39%
NV	1,614	793,500	492	255	-	-	16%
NY	56,135	1,164,412,000	20,743	8,351	38,127,000	4,566	15%
OH	31,738	-	-	7,087	-	-	22%
OK	3,938	25,119,622	6,379	2,121	12,891,913	6,078	53%
OR	3,564	-	-	225	-	-	6%
PA	21,447	225,108,000	10,496	4,607	30,785,000	6,682	21%
RI	3,365	-	-	678	-	-	20%
SC	7,528	49,792,707	6,614	2,473	4,357,105	1,762	33%
SD	2,245	10,611,665	4,727	849	1,119,612	1,319	38%
TN	6,102	-	-	1,457	-	-	24%
TX	-	-	-	-	-	-	-
UT	2,412	22,908,400	9,498	876	6,183,300	7,059	36%
VA	10,844	130,845,868	12,066	2,326	23,821,285	10,241	21%
VT	2,007	20,737,373	10,333	998	6,041,841	6,054	50%
WA	8,043	43,308,248	5,385	3,684	18,463,147	5,012	46%
WI	-	-	-	-	-	-	-
WV	7,108	40,533,091	5,702	2,143	3,704,461	1,729	30%
WY	808	18,413,644	22,789	216	874,108	4,047	27%
<b>TOTAL</b>	<b>407,842</b>	<b>3,335,223,012</b>	<b>9,531*</b>	<b>79,650</b>	<b>390,849,141</b>	<b>6,248*</b>	<b>20%</b>

\*These figures are the mean of the state averages for spending per person served.

SOURCE: 2004 MR/DD Survey Response prepared by: Frank A. Smith, Institute for Community Inclusion, UMass Boston, [www.StateData.info](http://www.StateData.info).



Additional copies of this paper may be obtained from <http://www1.dshs.wa.gov/RDA/>.



Washington State  
Department of Social  
& Health Services

Research and Data Analysis Division  
Report Number 5.33