The Working World – Lessons from Project SEARCH

The Journey from Sheltered Workshops to Community Employment
Project SEARCH Overview

• Began at Cincinnati Children’s Hospital Medical Center in 1996
• 60+ employees with intellectual and developmental disabilities hired at CCHMC
• 500+ programs in 46 US states, Canada, the United Kingdom, Ireland, the Netherlands, and Bahrain
• Addresses the critical unemployment rates – 85% of people with developmental disabilities do not have a paid job in their community. (National Core Indicators)
States with Project SEARCH Programs
Industry Sectors

- Healthcare
- Banks/Finance
- Universities
- City & County Government
- Hospitality
- Insurance Companies
- Manufacturing
- Museums
- Distribution Centers
- Zoos and Parks
- Retail
Overall Goal

100% Employment for
Project SEARCH graduates
Employment Outcomes for 2016 US Graduates: 78%

- Average hourly wage was $9.60
- Average hours worked were 24.75
- 33% hired by Host Business
Key Concepts

• Business led collaboration with education, rehabilitation, community providers and long term support agencies
• Braided funding, resources, and talents
• Immersion and impact
• Internship rotations for career exploration and job skills acquisition
• Low risk for employers
• Hiring interns who are “good fit”
Program Description

• Nine month training program
• 6-10 interns with a variety of intellectual and developmental disabilities
• Instructor and skills trainers
• Immersed in host business culture
• Rotations through three unpaid internships with continual feedback
• Customized job-search assistance
• Outcome of employment in the community
A Day in the life of a Project SEARCH Intern

• 8:00 Employability Skills
• 9:00 Internship site
• 12:00 Lunch
• 12:30 Internship site
• 2:00 Review, Plan, Journaling
• 2:30 Depart
Employability Skills Curriculum

• Team Building
• Navigation & Workplace Safety
• Technology/Presentation skills
• Social Skills/Communication
• Job Seeking Skills
• Money Management
• Health and Wellness
• Maintaining Employment
• Employer Specific Skills
Nontraditional Jobs

Not the “Easiest Jobs”

But

“Complex and Systematic”
Examples of Hospital Internships

- Mail Delivery
- Courier
- Patient Transport
- Recovery: Stocking
- Recovery: Escort
- Stocking: ER, Wards
- Clinic areas
- Pathology
- Sterile Processing
- Education Services
- Pharmacy

- Research
- Patient Attendant
- Materials Management
- Isolette Technician
- Linens
- Patient Billing
- Medical Records
- Radiology
- Information Technology
Oregon Project SEARCH Programs

- Kaiser Permanente Westside Medical Center – Hillsboro
- Kaiser Permanente Sunnyside Medical Center – Clackamas
- Embassy Suites by Hilton Portland Airport
- PeaceHealth Sacred Heart Medical Center at Riverbend – Springfield

In Development:
- PeaceHealth Sacred Heart Medical Center University District – Eugene
- City of Portland
For More Information:

Visit the Project SEARCH Website
www.projectsearch.us

Paula Johnson, Project SEARCH Program Specialist
Cincinnati Children’s Hospital Medical Center
Paula.Johnson@cchmc.org
(360) 606-2961
What Changes When You Leave the Workshop?

EVERYTHING

Who do these changes affect?

EVERYONE
Provider Agency – Pearl Buck Center

- Sheltered Production Facility
- Employs 143 Individuals
- Transformation to Community Employment
- Applied for Grant to be a Project SEARCH Provider Agency
Host Business – PeaceHealth Sacred Heart Medical Center

- PeaceHealth is the region’s largest provider of health care
- Director of Volunteer Services is the Business Liaison
- 10 Departments participating in Project SEARCH
Recruitment Process

• Sent Informational Flyers home with all Facility Employees
• Conducted 2 Information Nights
• Invited Parents, Home Providers, Partner Agencies
• Met one on one with individuals that we thought would be the most interested and successful.
• Made personal phone calls to families and home providers
• Goal was to have 8 applications by deadline
• Had 10 applications
Class of 2016-2017

- Accepted all 10 for the program
- Presented “College” Acceptance letters
- 9 Interns from Sheltered Employment
- Average age 29 years old
- Average time working in Sheltered Employment 5 years
- Only 2 of the interns rode the bus independently
- Only 2 of the interns had previously worked in a community job
Departments

- Sterile Processing
- Emergency Room
- Environmental Services
- Cafeteria
- Kitchen
- Radiology
- Surgical Short Stay
More than a Job

- Money Management
- Appropriate Work Behavior
- Independence
- Creating Resumes and Newsletters
- Sending and replying to emails
- Taking Initiative
- Time Management
- TEAM WORK!!!
Big Changes

- Friendships
- Independence
- Confidence
- Self-Advocacy
- Goals
- Dreams
Oh, the Places We Will Go!

- Graduation May 12, 2017
- Currently 6 out of 10 have jobs in the community working an average of 23.8 hours per week/$10.04 per hour
- Job development continues for the remaining four
- All Interns moved from internship to volunteer positions in the community to keep motivated
## Employment Outcomes for First Internship

<table>
<thead>
<tr>
<th>Place of Employment</th>
<th>Job Title</th>
<th>Weekly Hours</th>
<th>Hourly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wendy’s Restaurant</td>
<td>Lobby Attendant</td>
<td>24</td>
<td>$9.75</td>
</tr>
<tr>
<td>Newman’s Fish Market</td>
<td>Food Prep</td>
<td>20</td>
<td>$9.75</td>
</tr>
<tr>
<td>MOD Pizza</td>
<td>Squad Member</td>
<td>18</td>
<td>$9.75</td>
</tr>
<tr>
<td>Inn at the 5th</td>
<td>Laundry Attendant</td>
<td>30</td>
<td>$11.00</td>
</tr>
<tr>
<td>PBC Preschool</td>
<td>Teacher Aid I</td>
<td>27</td>
<td>$10.25</td>
</tr>
<tr>
<td>Waterford Grand Nursing Facility</td>
<td>Dishwasher</td>
<td>24</td>
<td>$9.75</td>
</tr>
</tbody>
</table>
For More Information:

Holly Powell, Director of Community Services
Pearl Buck Center, Inc.
3690 W. 1st Av
Eugene, OR 97402
(541) 484-4666 Ext:5115
holly.powell@pearlbuckcenter.com
Provider Agency – Albertina Kerr

Since 1907, Albertina Kerr has strengthened Oregon families and communities. Today, we provide programs and services to children and adults with developmental disabilities and mental health challenges, empowering them to live richer lives.

Recipient of Transformation Grant – February 2017

Sheltered Workshop Closing June 30, 2017

Sheltered Workshop served 40 individuals as July 2016
7 have been placed in integrated community employment
5 have been placed in group supported employment
21 remaining participants will participate in the following:
   Job Development
   Pre-Employment/Employment Path Community
   Group Supported Employment
   Day Support Activities
Kaiser Permanente Westside Medical Center

- Established in February 2015
- Served 24 participants at KWMC in three cohorts
- 22 have graduated
- One left for medical reasons
- One decided that he didn’t want to participate
Embassy Suites by Hilton Portland Airport

- Began in February 2016
- Served 12 people at Embassy Suites in two cohorts
  - Five graduated
  - Four will graduate in August
  - One took a paid job after the first rotation
  - One left to attend community college
  - One was exited for behavioral reasons
## Interns’ History

<table>
<thead>
<tr>
<th>Setting Before Project SEARCH</th>
<th># of Participants</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home</td>
<td>15</td>
<td>42%</td>
</tr>
<tr>
<td>Sheltered Workshop</td>
<td>8</td>
<td>22%</td>
</tr>
<tr>
<td>Paid Work (Integrated)</td>
<td>8</td>
<td>22%</td>
</tr>
<tr>
<td>Transition Program</td>
<td>3</td>
<td>8%</td>
</tr>
<tr>
<td>Day Program</td>
<td>2</td>
<td>6%</td>
</tr>
<tr>
<td></td>
<td>36</td>
<td>100%</td>
</tr>
</tbody>
</table>
Project SEARCH is an opportunity to develop and road-test the skills that will help participants to succeed in integrated work.
We are here for one reason: **Work**

We are not here to meet everyone’s total needs.

Everyone comes to work to contribute – they don’t come to be served.
How Do Sheltered Workplace and Integrated Workplace Cultures Differ?

- Communicating with a Supervisor vs. Staff
  - Workplaces expect everyone to adapt to working together while workshop staff adapt their style to suit people served
  - Workshop or program staff use classroom-style tools to manage behavior and interpersonal relationships
  - Workplaces expect and express professionalism

- Co-Workers
  - Valued for your contribution not seen for your needs
  - Diverse coworkers with lots of different experiences
  - Less drama
  - Opportunities to expand comfort zones and social exposure
Employers Define Work Expectations

All Supports and Routines Flow from Work Needs
This is one of the defining qualities of the lives of working adults, especially those that connect with their career

“(In my enclave) they didn’t expect me to do it right. At my job there are consequences for my mistakes.”

- JT Farr, Project SEARCH KWMC Grad
Sheltered Settings

- Support needs, not accomplishments, drive the work day
- Home support communicates with work support
- Tasks aren’t connected to the mission and profitability of the business
- Expectations for things like attendance, hygiene, behavior, communication, productivity, responding to feedback, and accountability are arbitrary
- Predictability and simpler expectations inhibit growth

Integrated Workplaces

- Needs of the employer are integrated with successful outcomes for participants
- Participants communicate directly with supervisors
- Work needs to be done! All paid work is necessary to the mission and profitability of a business
- Attendance, hygiene, behavior, communication, productivity, responding to feedback, and accountability are fundamental expectations of a workplace – even in deeply carved positions
- More responsibility means less predictability but greater opportunity for growth
What Does Rising to High Expectations Mean for Individuals?

• For our participants, meeting employer expectations means earning trust, feeling pride, and job security
• Our participants learn to expect equality in the workplace
• Learning that things are not “fair” at work. The award for your hard work is a pay check at the end of the week
• Meeting employer expectations means all Support Team Members have to rise to the occasion and work together
We strive to foster growth and help our interns to find their Professional Voice.

Everything about the individual’s life is changing. So everything about how s/he receives support needs to change as well.
Integrated work requires autonomy, responsibility, and accountability. Developing those qualities and adjusting to an environment that values them can be challenging in a few ways:

• Participants tend to look to program staff as The Boss and struggle to understand the chain of command within the workplace
• Developing appropriate relationships with natural supports
• Struggling with feedback and understanding that it’s meant to foster growth
• Expecting others to shoulder their responsibilities
  • Setting up for tasks
  • Communicating between work and home
Learning to communicate your professionalism and seriousness means being seen for your contributions.

Every individual has an authentic professional self. Effective employment support helps people we support access that part of themselves.

When we look too narrowly at tasks and not open up our coaching to the soft skills that help people to be perceived as capable and valuable, we’re missing opportunities to help them be the best they can be.
Great Ways for Support Teams to Support Participants:

• Understanding that the person served is an adult with real responsibilities and choices who will experience real consequences if expectations aren’t met
• Embracing changes – they’ll just keep coming!
• Good communication
• Good emotional support and good advice about work
• Nurturing independence in all aspects of life
• High expectations for people served, home staff, and employment support staff
# Kaiser Westside Employment Outcomes

## First Cohort

<table>
<thead>
<tr>
<th>Place of Employment</th>
<th>Job title</th>
<th>Weekly hours</th>
<th>Hourly wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Golf</td>
<td>Porter</td>
<td>16</td>
<td>9.75</td>
</tr>
<tr>
<td>Embassy Suites - Airport</td>
<td>Breakfast Attendant</td>
<td>20</td>
<td>10.00</td>
</tr>
<tr>
<td>Embassy Suites - Washington Square</td>
<td>Housekeeper/Laundry attendant</td>
<td>34</td>
<td>10.25</td>
</tr>
<tr>
<td>Eurest - Intel campus</td>
<td>Dish Room</td>
<td>40</td>
<td>10.75</td>
</tr>
<tr>
<td>Novitex, Lloyd Center</td>
<td>Mail Room</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>Kaiser, EVS</td>
<td>EVS</td>
<td>Varies, on call</td>
<td>16.5</td>
</tr>
</tbody>
</table>

## Second Cohort

<table>
<thead>
<tr>
<th>Place of Employment</th>
<th>Job title</th>
<th>Weekly hours</th>
<th>Hourly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eurest, Intel Campus</td>
<td>Dish room</td>
<td>25</td>
<td>10.75</td>
</tr>
<tr>
<td>Fred Meyer, Cornelius</td>
<td>Courtesy Clerk</td>
<td>20</td>
<td>9.75</td>
</tr>
<tr>
<td>Kaiser</td>
<td>Hospitality Aide</td>
<td>40</td>
<td>17</td>
</tr>
<tr>
<td>Embassy Suites, Wa Square</td>
<td>Laundry room</td>
<td>20</td>
<td>10.5</td>
</tr>
<tr>
<td>Parklanes Fun Center, Hillsboro</td>
<td>Porter</td>
<td>12</td>
<td>9.75</td>
</tr>
<tr>
<td>Cinetopia Progress Ridge 14</td>
<td>Floor staff</td>
<td>25</td>
<td>9.75</td>
</tr>
<tr>
<td>Fred Meyer, TV HWY Hillsboro</td>
<td>Courtesy Clerk</td>
<td>20</td>
<td>9.75</td>
</tr>
</tbody>
</table>
# Embassy Suites Employment Outcomes

First cohort

<table>
<thead>
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<th>Weekly hours</th>
<th>Hourly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embassy Suites Tigard</td>
<td>Prep cook</td>
<td>30</td>
<td>$12.00</td>
</tr>
<tr>
<td>Embassy Suites Portland Airport</td>
<td>Banquette Server</td>
<td>20</td>
<td>$10.00</td>
</tr>
<tr>
<td>Embassy Suites Tigard</td>
<td>Engineering tech</td>
<td>40</td>
<td>$12.00</td>
</tr>
<tr>
<td>New Seasons</td>
<td>Dish washer</td>
<td>20</td>
<td>$9.75</td>
</tr>
<tr>
<td>McDonalds</td>
<td>Lobby Attendant</td>
<td>20</td>
<td>$9.75</td>
</tr>
<tr>
<td>Maid Organic</td>
<td>Housekeeping</td>
<td>15</td>
<td>$11.00</td>
</tr>
</tbody>
</table>
For More Information:

Kari Seals  
Program Manager - Project SEARCH  
Kaiser Westside Medical Center  
(503) 278-2762  
KarolynS@albertinakerr.org

Mer Stevens  
Program Manager – Project SEARCH  
Embassy Suites by Hilton Portland Airport  
(503) 320-1232  
SomersetS@albertinakerr.org