The Massachusetts Department of Developmental Services (DDS) continued its focus and engagement in capacity-building initiatives at multiple levels. During the 2019-2020 membership year, DDS has been engaged in a productive collaborative process with our state vocational rehabilitation agency, the Massachusetts Rehabilitation Commission. The purpose is to review and enhance policies and cross-agency practices to more effectively support individuals with IDD to obtain competitive integrated employment.

The process involves revising the memorandum of understanding between our agencies and the development of implementation guidance and resources to support effective communication, joint planning, and service delivery at the local level to create a seamless and integrated experience for individuals. Specific areas of focus are on youth transitioning from school to adult services, alignment with recent changes in the implementation of pre-employment transition services, and increased clarity in the delivery and funding of ongoing employment support services.

DDS continues its investment to build capacity within provider organizations and enhance expertise of staff through offering comprehensive training opportunities that promote the delivery of quality supported employment and community-based day support services.

A specific focus on customized employment was identified as a priority area and a new learning community was developed, using both in-person trainings and webinars to foster sharing of best practices.

Key elements of the design of the learning community include a commitment for one year, support of a program supervisor for the job developer engaged in the training, and identification by each participant of several individuals who would benefit from the focus on customized employment approaches.

Additionally, several successful full-day conferences were held for providers and agency staff with the focus on community-based day services as a pathway to employment, in order to maintain and foster the ultimate goal of employment for all individuals.

In response to the COVID-19 pandemic, many existing trainings were quickly moved online and made widely available to provider staff, educators, and state agency staff.

These snapshots and the data (at right) show progress in Massachusetts to build a sustainable, higher performing integrated employment system, driving future work and systems’ goals.

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The Employment Framework

Member states enlist the support of a wide variety of key informants to participate in discussions and workgroups to determine a state’s course of action. A direct member benefit is access to guidance that can lead states to a better understanding of priorities while setting that course. The Framework for Employment, developed through extensive experience and research conducted within states, is used to guide the SELN’s strategy for system improvements. The elements represent practices and outcomes known to be effective at enabling states to develop and sustain high-performing integrated employment systems.

Elements of a High-Performing Employment System

This graphic demonstrates the factors that, when working together, can lead to better integrated employment outcomes. It is the dynamic interplay of all the elements that can lead to long-term systems change.

**Leadership.**
Clear and unambiguous commitment to employment in individual community jobs at all levels in the system.

**Strategic Goals and Operating Policies.**
Employment is supported by program goals and operating practices.

**Financing and Contracting Methods.**
State resource allocation formulas, reimbursement methods, and rate-setting practices support integrated employment.

**Training and Technical Assistance.**
Investment in the development and maintenance of a strong, competent workforce.

**Interagency Collaboration and Partnership.**
Building relationships to remove barriers to employment supports.

**Services and Service Innovation.**
Service definitions and support strategies are structured and aligned to facilitate the delivery of employment supports.

**Performance Measurement and Data Management.**
Comprehensive data systems are used to measure progress, benchmark performance, and document outcomes.