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Ten Elements of Organizational Transformation: Strategies for Moving Towards Integrated Employment

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Ten Elements of Organizational Transformation: Strategies for Moving Towards Integrated Employment

The Arc Summer Leadership
Institute
July, 2017



Introductions

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Today's Agenda

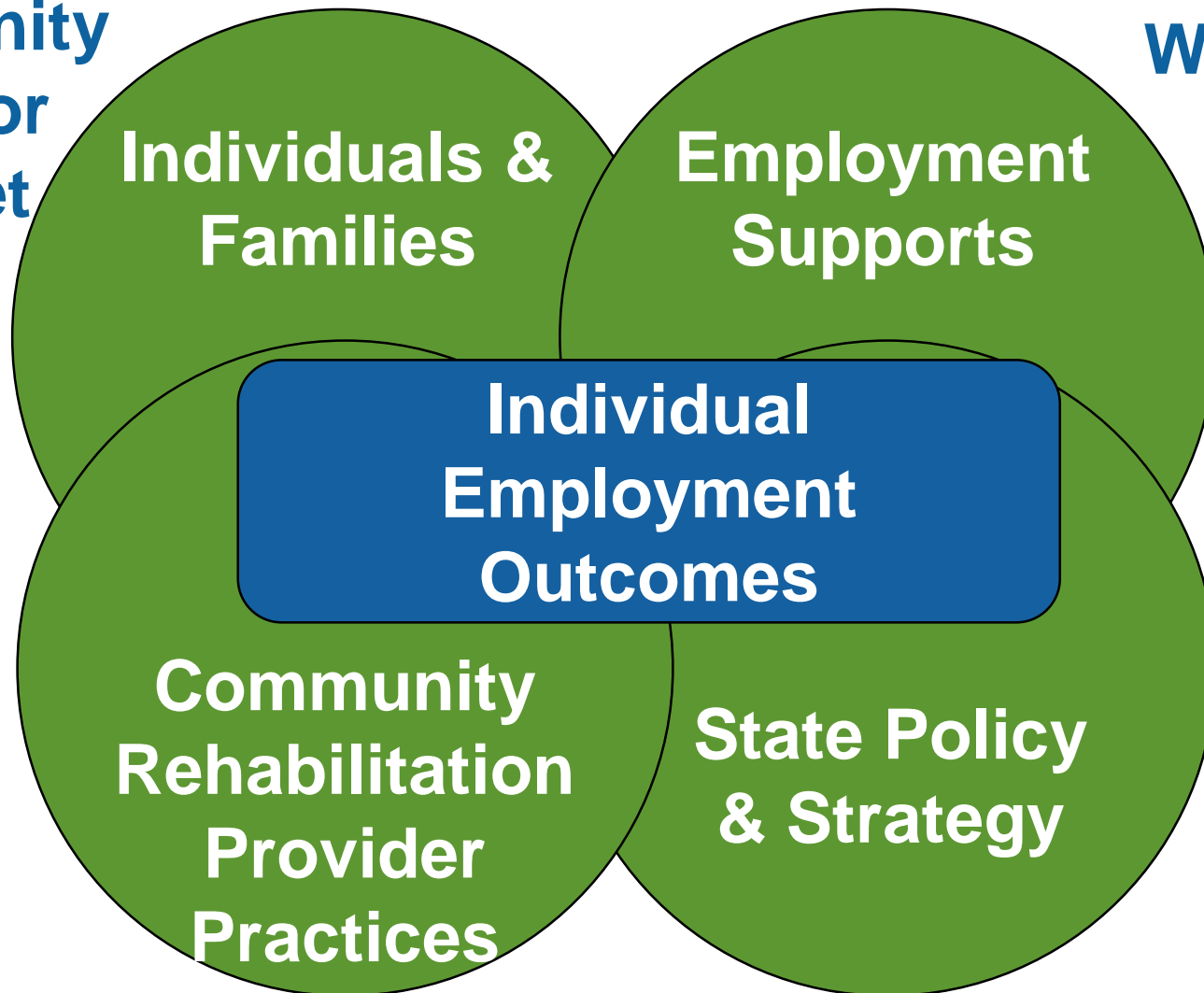
- *Overview of project and research activities*
- *Results of Delphi process and case studies:
Top 10 elements, along with strategies*
- *What's coming next!*



Holistic Perspective

**Community
& Labor
Market**

Workplace



Federal Policy

ThinkWork!



Supporting providers to evolve how they deliver services

Through:

- ❖ a framework for building capacity
- ❖ a toolkit to guide organizations
- ❖ an efficient scalable strategy (a facilitated, peer-to-peer learning community) for supporting change across networks of providers

Research Activities

- ❖ Two main research activities: (Delphi Process and case studies)
- ❖ Delphi panel to identify critical elements and case studies to show those elements on the ground

Purpose of the Delphi Panel

- ❖ Getting a group of experts to agree on a topic
- ❖ What is most important for providers during transformation
- ❖ 2 rounds



Who participated in the Delphi?

- ❖ 36 experts in organizational transformation
- ❖ Represented a range of groups (provider staff and management, self-advocates, families)
- ❖ Had knowledge of, or had participated in, a transformation process

Purpose of the Case Studies

- ❖ Provide examples of what Delphi elements look like on the ground
- ❖ Provide depth as to how the elements can be implemented
- ❖ Provide strategies to populate our Toolkit
- ❖ Provide us with a state context



Top 10 elements of transformative providers and some practical examples





Audience Participation Time!

- ❖ Multiple and diverse community partnerships
- ❖ An active, person-centered job placement process
- ❖ An agency culture that values inclusion
- ❖ A holistic approach to supports
- ❖ A strong internal and external communications plan
- ❖ Reallocated and restructured resources
- ❖ Clear and consistent goals
- ❖ Effective performance measurement, quality assurance, and program oversight
- ❖ A focus on customer engagement
- ❖ An ongoing investment in staff professional development

DRUMROLL PLEASE....



Element #1:

Clear and consistent goals

Establish an explicit commitment to increase employment.

Goals should be:

- ❖ Measurable
- ❖ Flexible
- ❖ Compelling and easy to grasp
- ❖ Directly reflect the mission
- ❖ Specific to an established time frame



Case study strategies

- ❖ Create a mission and vision
- ❖ Operationalize into a plan
- ❖ Set and track your long and short term goals (its ok to adjust, but caution!)
- ❖ Create a multi-stakeholder group or seek external advice

Element #2: Agency culture

- ❖ Guides agency actions
- ❖ Values positive thinking, learning, creativity, innovation, CQI.
- ❖ Transmitted through values-based training, ongoing TA, and staff mentoring.



Case study strategies

- ❖ The culture follows the new goals in an evolutionary way
- ❖ Its about aligning your environment with your new way of thinking
- ❖ Leaders often ensure that policy and practice match agency core values
- ❖ Reframing failures as opportunities

Element #3: An active, person-centered job placement process is accessible to all, including those with the most significant disabilities.



- ❖ Find jobs for 1 person at a time
- ❖ Creates momentum and enthusiasm



Case Study Strategies

- ❖ Consider strategic prioritization with individual placement
- ❖ Use Discovery to fine tune interests and build human and social capital
- ❖ Invest in capacity building around best practice in job development

Element #4: Communicate expectations often and to all

Internally:

- ❖ Simple, visible practices and daily decisions
 - ❖ Employment as clear and authentic expectation
- How money is spent
 - Goals-based data tracking
 - Simple outreach (newsletters)
 - Family meetings

Externally:

Case study strategies

- ❖ Be transparent as possible, even if you don't have all the answers
- ❖ Use champions to communicate with peers
- ❖ Different formats for different populations
- ❖ Positivity is everything



Element #5: Reallocate and restructure all resources.

- ❖ Reinvent job positions and expectations
- ❖ Continuous staff development
- ❖ Remember: Investment reflects priorities, influences outcomes.



Case study strategies

- ❖ Analyze current budget for alignment to new mission
- ❖ Realign current funds into staff resources
- ❖ Plan for sustainability beyond the transformation
- ❖ Consider avenues for transitional funds

Case Study Example

Get rid of the real estate and re-engineer job descriptions.



Element #6: Ongoing professional development of staff

- ❖ Training, continuing education, conferences, mentorship lead to core competencies and best practices.
- ❖ Support employees at all levels to meaningfully contribute their ideas and energy to the mission.

Case study strategies

- ❖ Consider training and investment and start immediately
- ❖ Use professional development an engagement opportunity
- ❖ Address gaps using multiple methods
- ❖ Mentoring, role modeling and supervision to compliment

Element #7: Customer focus and engagement

- ❖ Partner with individuals, families, business community
- ❖ By collaborating with both customer groups, you'll meet individual *and* market needs.

Case study strategies

- ❖ Individuals and families: one-on-one or small group, build trust, prioritize, use both formal and informal mechanisms.
- ❖ Business: Employer-to-Employer venues, Join boards and associations, Communicate using “the bottom line”

Case study example

Annual business appreciation breakfast





Element #8: Employment performance measurement, quality assurance, and program oversight.

- ❖ Tracking individual outcomes
- ❖ Share accountability across all staff
- ❖ Understand baseline data
- ❖ Technology-enabled tracking systems

“What gets measured gets done.”

Case study strategies

- ❖ Start your data collection with your planning
- ❖ Measure quality and satisfaction
- ❖ Consider formal data collection options
- ❖ Don't just collect it, use it and share it!

Element #9: Embrace a holistic approach throughout the employment process.

- ❖ Consider the whole person.
- ❖ Career planning process involves staff, parents, friends.
- ❖ Maintain personal relationships, develop new ones.

Case study strategies

- ❖ Consider whole life starting with planning
- ❖ Maximize Community Life Engagement supports
- ❖ Make employment everyone's business-break the silos!!!

Element #10: Develop multiple and diverse community partnerships.

- ❖ Create buy-in to the change process
- ❖ Include local businesses, school districts, state agency offices, faith-based organizations
- ❖ Effective partnerships:
 - promote actions that improve outcomes
 - foster positive change
 - meet the needs of both parties

Case study strategies

- ❖ Build on staff and board member professional relationships
- ❖ Redefine pre-existing partnerships
- ❖ Snowball effect
- ❖ Leverage whatever resources each partner brings to the relationship

Case Study Example

Innovative partnership with local college



Next Steps



Calling Local Arc Chapters!!!



For what?

- ❖ A Community of Practice on Organizational Transformation
- ❖ Toolkit
- ❖ Guided Self-Assessment
- ❖ Facilitated action planning
- ❖ Customized technical assistance
- ❖ Topical webinars
- ❖ Opportunity for in-person peer-to-peer learning

What will participants do?

- ❖ Identify key staff to participate
- ❖ Host a site visit
- ❖ Fill out pre-post questionnaires so we can understand impact
- ❖ Complete staff logs and individual outcome data
- ❖ Prioritize change efforts and set action plan
- ❖ Build partnerships with others
- ❖ Use the toolkit and tell us what you think

Who we want and how to apply

To be eligible providers must:

- ❖ Be an Arc chapter
- ❖ Currently operate a sheltered workshop and hold a 14c certificate
- ❖ Have a commitment to close the sheltered workshop

To apply:

- ❖ ICI and The Arc of US will send out link
- ❖ RFP process with basic background information
- ❖ Give us your contact info!

Resources

Delphi findings

<http://www.thinkwork.org/essential-elements-organizational-transformation-findings>

Advice from other providers (based on screening interviews)

<http://www.thinkwork.org/bringing-employment-first-scale-organizational-transformation-guiding-principles-community-providers>

Rehabilitation Research and Training Center on Advancing Employment
for Individuals with Intellectual and Developmental Disabilities

A project of

ThinkWork!

at the Institute for Community Inclusion, UMass Boston

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ThinkWork!