

Provider Organizational Transformation and Integrated Employment

A project of

ThinkWork!


at the Institute for Community Inclusion, UMass Boston



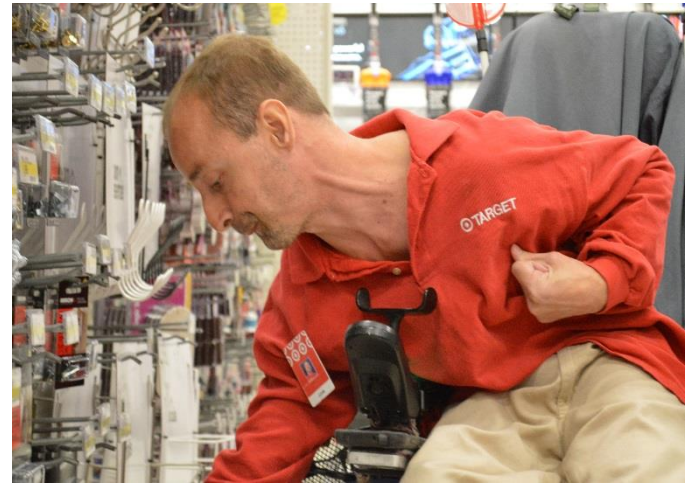
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Today's Agenda

- *The evolution of our  series*
- *Overview of project and research activities*
- *Results of Delphi process: Top 10 elements*
- *What does it really look like in practice?*

RRTC on Advancing Employment for Individuals with IDD



- Individual and family knowledge and engagement
- Effective employment supports
- Organizational change for community providers
- State-level policy and strategy

www.thinkwork.org

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

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 (identify, rank)
- What does the feedback tell us?



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

Discussion Poll

Top 10 characteristics of
transformative providers



Characteristic #1:

Clear and consistent goals

Establish an explicit commitment to increase employment.

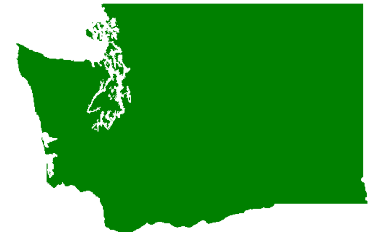
Goals should be:

- measurable
- flexible
- compelling and easy to grasp
- directly reflective of the core mission
- specific to an established time frame



Washington State and AtWork!

- ▶ Working-age adult policy introduced in WA State in 2004, implemented in 2006.
- ▶ In 2006, AtWork! had over 200 people served in 3 sheltered workshops and group employment.
- ▶ With a plan in place, closed last sheltered workshop in 2014.
- ▶ Closed last group recycling center site in 2015.
- ▶ END of sub-minimum wages.



Characteristic #2: Agency culture

- Guides agency actions.
- Values positive thinking, learning, creativity, innovation, continuous quality improvement.
- Transmitted through values-based training, ongoing technical assistance, and staff mentoring.



Defining and Growing our Culture

- CREATE AND STATE YOUR DECLARATIONS
- Listening and responding
- Celebrate, celebrate (dance to the new music)
- Incentives and rewards
- Building belief
- Changing expectations
- Creating opportunities for input
- Sharing successes
- You are what you think
- If we don't talk about it we can't change it
- Teams within and without
- Off-the-clock gatherings

Characteristic #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

Change our Attitudes and Beliefs

BUST THOSE MYTHS!!!



“Some people are just not ready for employment ”

“There is no way employers will cope with _____!”

“People won’t be accepted in the workplace and will have no friends.”

From:

“What’s wrong & how do I fix it?”

To:

“What’s possible & who is invested?”

Characteristic #4: Communicate expectations often and to all.

Internally:

- Simple, visible practices and daily decisions
- Employment as clear and authentic expectation

Externally:

- How money is spent
- Goals-based data tracking
- Policy initiatives
- Simple outreach (newsletters)
- Family meetings

COMMUNICATE THE TRANSFORMATION

A REALLY BIG IMPORTANT MEETING TO GET:

- Commitment from Board of Directors, Senior Leadership
- Commitment from all team members
- Families' and stakeholders' education and buy-in
- Community education & development (ALL partners)

COMMUNICATE THE INTENT

- It is the best way to achieve our mission
- It makes business sense
- It is the right thing to do for people with disabilities

Characteristic #5: Reallocate and restructure all resources.

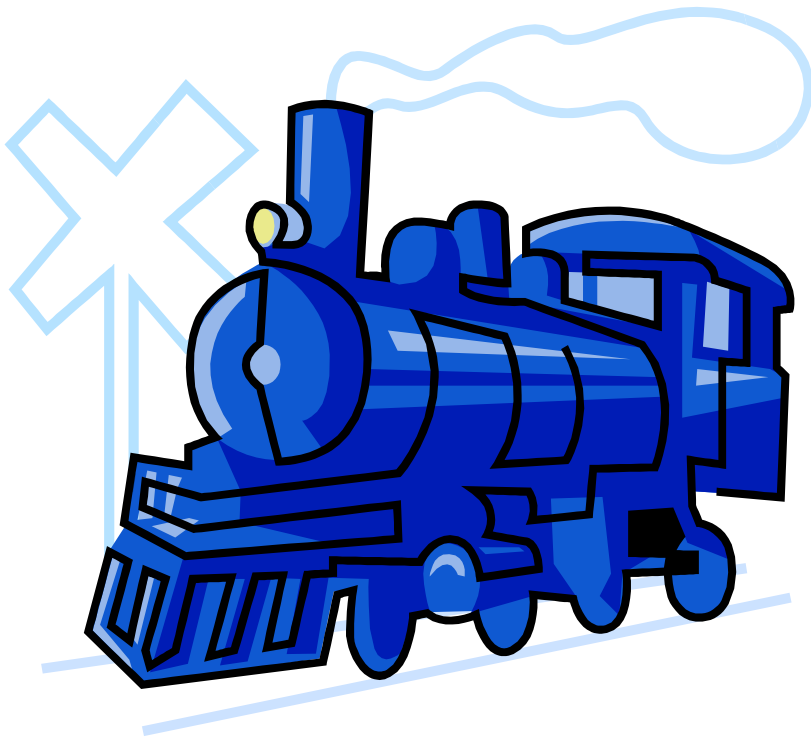
- Reinvent job positions and expectations
- Continuous staff development
- Remember: Investment reflects priorities, influences outcomes.



Change Management that Builds Capacity

- Decide roles clearly from the beginning
- Who will be the change agent?
- Who will be the mission monitor?
- Who will be the communications liaison?
- Who will be the “Face of Capacity Building?”

Keeping the Engine Primed and Running



- Budgeting for staff development and events
- Financial management and other systems
- Counting and accounting
- Monitoring the margin and the mission

Characteristic #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.

Developing Growth Leaders



- Washington State Certified Employment Specialist through Highline College
- Annual Community Summit
- Local and National APSE events
- Statewide Recruit, Train, Retain series
- Leadership branding, coaching and mentoring

Characteristic #7: Customer focus and engagement

- Partner with self-advocates, families, business community
- Identify and solve workforce issues by matching needs with interests and skills

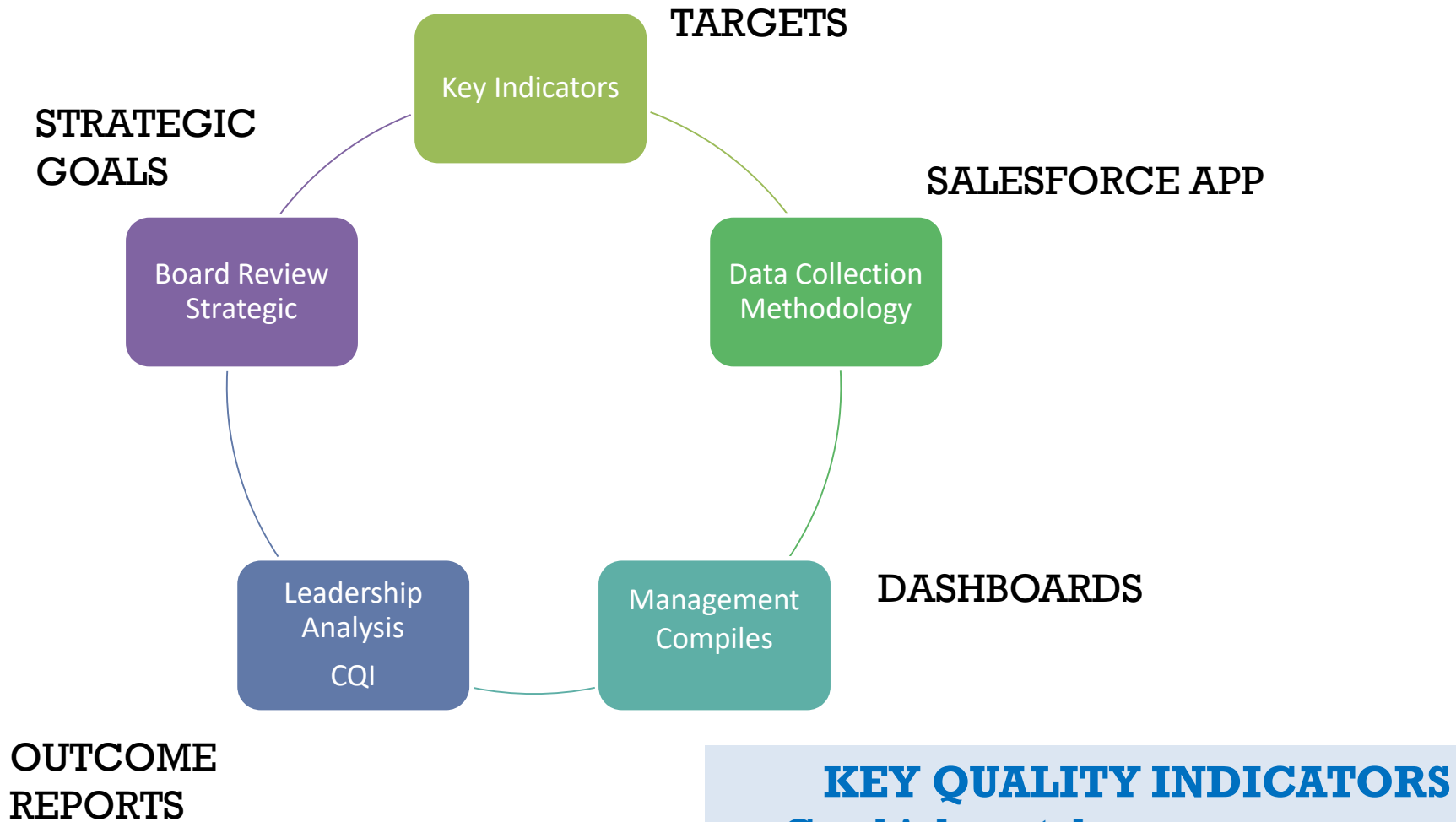
Annual business appreciation breakfast



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

- Share accountability across all staff
- Understand baseline data
- Technology-enabled tracking systems

“What gets measured gets done.”



KEY QUALITY INDICATORS

- **Good job matches**
- **Person-centered progress**
- **Satisfied people we serve**
- **Serving more people who need us**
- **Low turn-over**

Characteristic #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.

Consider the whole person



Characteristic #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 within systems
 - meet local economic needs

The Importance of Partnerships

- Members of numerous community and business entities – Chambers of Commerce, Rotary, etc.
- Strong presence in WA with CEA and APSE
- Strong and recurring employer appreciation events
- Be engaged in public policy
- School-to-work transition partnerships
- C4 project with partner providers to assist in securing employment for individuals

Share your questions and perspectives!



Keep in touch!

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