



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

A project of



# Organizational Transformation That Supports Community Employment

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# Early ICI research

- Training and Technical Assistance for Providers (T-TAP) project
- Butterworth, J., Gandolfo, C., Revell, W. G., & Inge, K. J. (2007). Community rehabilitation programs and organizational change: A mentor guide to increase customized employment outcomes. Retrieved from [http://www.t-tap.org/documents/mentor\\_guide.pdf](http://www.t-tap.org/documents/mentor_guide.pdf)
- Case studies that identified 6 characteristics necessary for transformation



# Purpose of the Delphi Panel

- Method for getting a group of experts to agree on a topic
- “What is most important for providers during transformation?”
- Two rounds (identify and then rank)
- See if feedback supports what the research says ...and what can it add?

# Who participated in the Delphi ?

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

# Top 10 Characteristics of Transformative CRPs



# Characteristic #1: Clear and consistent goals

Establish an explicit commitment to increase employment.

Goals should be:

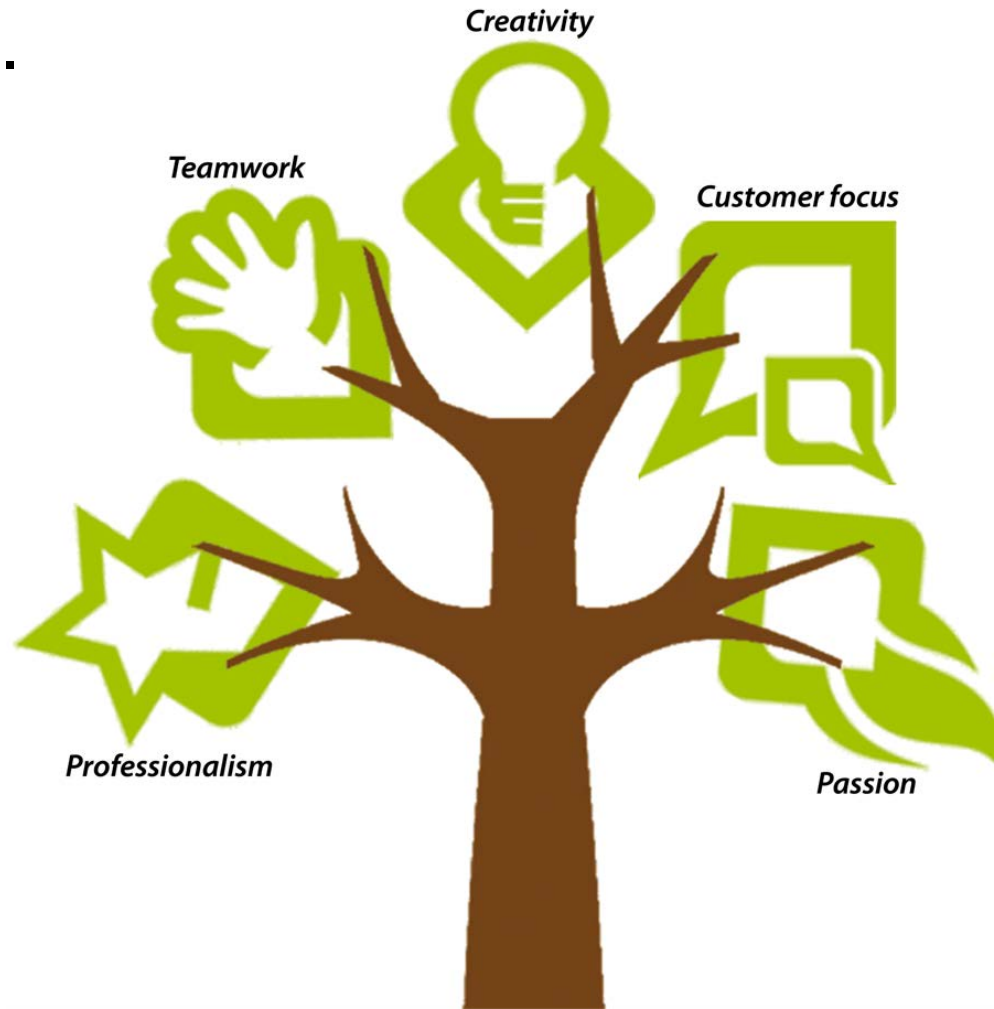
- measurable
- flexible
- compelling and easy to grasp
- directly reflective of the core mission
- specific to an established time frame





# 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.





## Element 3: An active, person centered job placement process is accessible to all

- A “just do it” approach
- Find jobs one person at a time
- Create momentum and enthusiasm

The first step in building momentum is to



[www.coffeeshopconversations.com](http://www.coffeeshopconversations.com)

# Element 4: Strong external and internal communication

- Internally

- Simple, visible practices
- Daily decisions
- Clarity of expectation
- Transparency and openness

- Externally

- The right message for the right audience
- Clarity about goals and focus
- Outreach and communication strategies – social media, newsletters...
- Family engagement





# Characteristic #5: Reallocate and restructure all resources.

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



# 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.



# Characteristic #7: Customer focus and engagement

- Partner with self-advocates, families, business community
- Worked in partnership with funding source to make sure they were on board with the transition and helped make referrals to other programs.

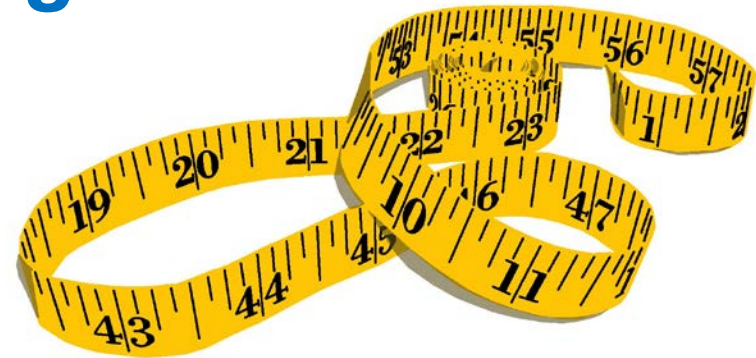




## **Characteristic #8:** Employment performance measurement, quality assurance, and program oversight.

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

***“What gets measured gets done.”***



# 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.





# 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







For people with intellectual and developmental disabilities

# Arc of Westchester's Transformation

*from Facility Based to Integrated Employment*

- ❑ 4 Sheltered Workshops serving 300 individuals
- ❑ Traditional, segregated settings



# Arc of Westchester Characteristic Cross Walk

Action Step	Characteristic
<p>Redefined Prevocational Services: Prevocational Services provide the opportunity to learn job expectations, to explore the working world and experience employment through a variety of community options.</p>	<p>#6 - A strong internal and external communications plan</p>
<p>Got to know each individual. Spent time talking and observing. Discussed their vision of their future.</p>	<p>#3 - An active, person-centered job placement process</p>
<p>Transitioned from workshop production staff to Direct Support Professionals including new job titles and job descriptions. Provided staff training on goals, community activities, safety and transportation.</p>	<p>#2 - Reallocated and restructured resources #8 - An ongoing investment in staff professional development</p>



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# Arc of Westchester Characteristic Cross Walk

Action Step	Characteristic
<p>Converted a position to a Community Developer position. Developed volunteer, internship and paid work in the community. Introduced community activities each week/day. Leased vehicles.</p>	<p>#2 - Reallocated and restructured resources</p>
<p>Engaging Business Partners – Develop relationships, Employer Recognition Breakfast, Business Advisory Board, Collaboration with local Colleges</p>	<p>#4 – Multiple and diverse community partnerships</p>
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