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

The Arc Summer Leadership Institute
July, 2017
Introductions

Jaimie Timmons, John Butterworth
Institute for Community Inclusion
UMass Boston

Jonathan Lucus
The Arc of the United States
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!
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 (it's okay 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
- It's 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

Externally:
- How money is spent
- Goals-based data tracking
- Simple outreach (newsletters)
- Family meetings
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 as 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)
