



The Arc

NCE SUMMER LEADERSHIP INSTITUTE

July 22-24, 2019 | Charleston, South Carolina

Key Elements of Organizational Transformation

Lessons Learned from the Provider Transformation Network

John Butterworth
Institute for Community Inclusion

Stephane Leblois
Program Manager, The Arc@Work

Susan Klingel,
Executive Director, The Arc of Madison County

ThinkWork!



APSE
Employment First
Employment for All

NASDDDS

rtc on community living
INSTITUTE on COMMUNITY INTEGRATION
UNIVERSITY OF MINNESOTA

ThinkWork!

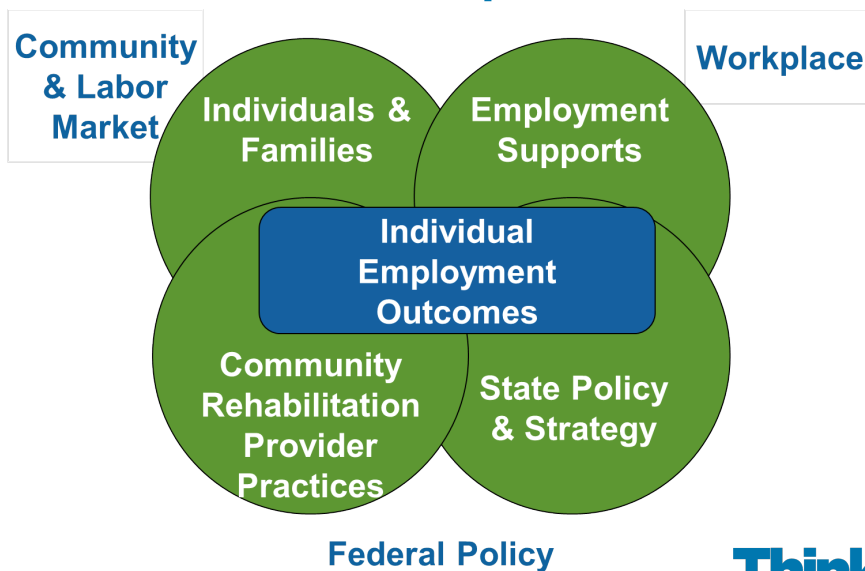
ICI
HEALTH CARE
EMPLOYMENT
EDUCATION
COMMUNITY LIFE

The Arc
For people with intellectual and developmental disabilities

DirectCourse
ONLINE CURRICULA FOR LIFE IN COMMUNITY

SELF ADVOCATES BECOMING EMPOWERED

Holistic Perspective



How can we support provider transformation efforts?



ThinkWork!

Thinking about transformation

Goal

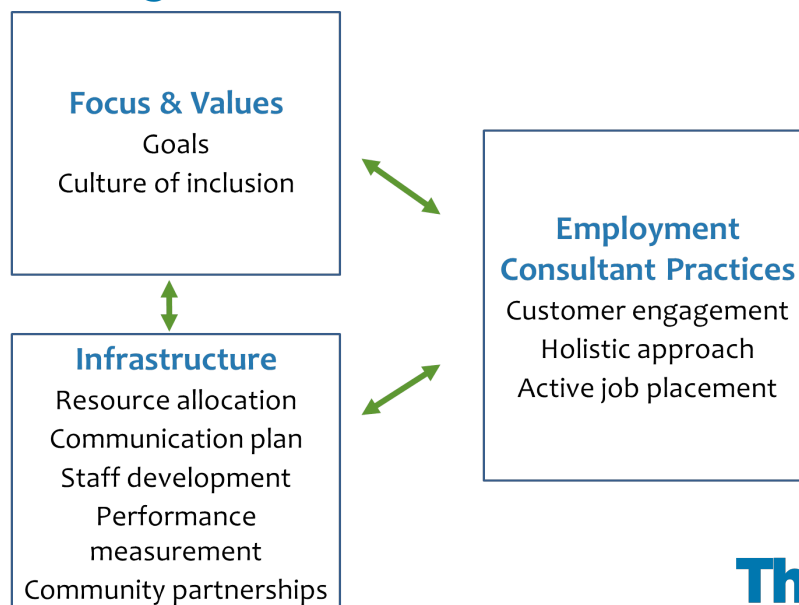
Develop a model to support provider transformation that can be brought to scale

- Delphi Panel: Framework
- Case studies: How the framework looks on the ground
- Intervention Study: Organizational Transformation



ThinkWork!

Organizational Transformation



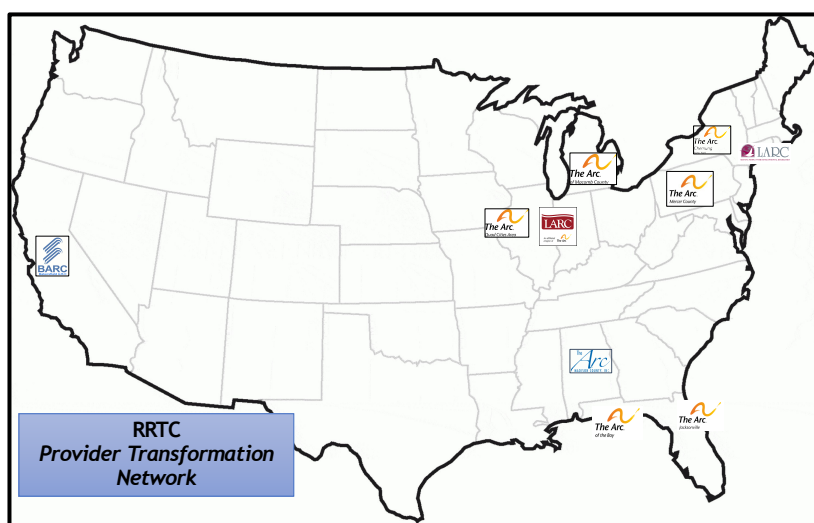
ThinkWork!

Approach

- **Agency Change Toolkit**
- **Data collection**
 - Organizational survey
 - Staff time log
 - Outcome tracking
- **Technical assistance**
 - Leadership summit in Washington, DC
 - Initial Site visit
 - Customized action planning
 - Monthly technical assistance calls
 - Monthly Community of Practice/webinar



ThinkWork!



**Ten chapters of
The Arc**

**Implementation of
10 Elements**

The Arc.
For people with intellectual
and developmental disabilities


ThinkWork!



NCE SUMMER LEADERSHIP INSTITUTE

Results and Impact: 1 Year Mark

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE




NCE SUMMER LEADERSHIP INSTITUTE

Impact of PTN on Focus and Values

- *A paradigm shift*: Thinking differently about employment and previous barriers such as perceived lack of “job readiness”
- *A change in attitude and expectations*: whereby facility based work was now seen as transitional rather than permanent
- *A change in mindset*: The PTN raised the bar, and they are ready to rise to it. They were challenged to “get out of their comfort zones”, but report a new energy and proactivity related to employment and inclusion
- *A new commitment*: integrated employment is the way forward!

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Impact on Focus and Values

“Even though the PTN will be going away, as far as a program, I don't think we will go back to the way it was before. [Our Executive Director] is too committed to moving forward. And even... if other people are maybe not so quick to embrace that change. But I do know that he's, he's determined that this is going to be our future, the agency and the future for individuals is to get out there”


LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Impact of PTN on Infrastructure

- They *customized their communication strategies* to share information about their transformation. (i.e. one-on-one with families; social media with the community/employers)
- They *improved communication* about the transformation between organizational departments and among leadership, the board, and staff
- *Investment in consistent, robust staff training* was the most important element when it came to building an infrastructure; this investment motivated those trained and made them feel valued
- *New recruitment and hiring strategies* particularly for DSPs; hiring new people “to help be an agent of change”
- *Active community partnerships* result in more employment opportunities. Sites increased expectations about job developers building long-term, trusting partnerships employers.

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE




Impact of PTN on Infrastructure

One site cross-trained their day services and employment staff: this led to increased buy-in for the transformation. It broke down silos, enabling both to work together to reach employment goals:

...[we] cross trained, we actually sent some our [day services] staff to employment training. And we have one [day services] staff that actually moved up into employment. And we have one right now that is helping in the employment field, but she still does [day] services, but just the change in some of the staff because we focused on it. And we showed them, you know, whereas before they were just told, you know, employment that's what you want to give, but they really didn't have a feel for it. So actually cross train and some of the [day services] staff gave them a better understanding of what employment is, and how it'll help...


LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Impact of PTN on Employment Consultant Practices

- *Sites reported that they:*
 - Intentionally and strategically *identified and focused on small group* of individuals to put on a path to integrated employment
 - Improved *delivery of best practices in job development* supports to this small group, including the identification of each individual's employment goals and engaging families in person centered planning and discovery
 - Have *raised expectations* as many individuals who they thought were "not job ready", found jobs

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE




Impact of PTN on Employment Consultant Practices

- Sites reported that they:
 - *identified and focused on small group* of individuals to put on a path to integrated employment
 - Improved *delivery of best practices in job development* supports to this group, including the identification of each individual's employment goals and engaging families in person centered planning and discovery
 - Have *raised expectations* as many individuals who they thought were "not job ready", found jobs

Promising practice
One provider started identifying potential individuals for job placements "as an integral part of their biweekly meeting". In addition, the provider and changed their workspace to be more like a 'work place' and "less like the old sheltered workshop"


LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Profile of Participants

- Each site was asked to identify up to 20 individuals to put on a path to employment (a total of 93 individuals were identified)
- Only 15% has previous experience in integrated employment and 38% had at least extensive support needs (assistance in one area that an individual needs on a daily basis and is not time-limited)

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Individual Outcome Data

- All five indicators of job development (discovery activities, family engagement, reviewing postings, building employer relationships, and person centered planning) increased from baseline.
- Particular emphasis was placed on the engagement of families in planning and job development, with an increase from only 4% at baseline to 53% at the conclusion.
- 90% or 84 of the 93 individuals received job development support.

27 of 93 individuals (29%) entered integrated employment at 19 unique employers

Average number of hours was 19. Hours employed ranged from four to forty per week with an average wage of \$9.79 per hour.

Four of the 27 individuals secured jobs that included benefits (15%).


LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Overall lessons learned from providers in the PTN

- The ten elements and the Agency Change Toolkit proved to be a useful, systematic framework that acknowledges the whole of organizational change, but breaks it into ten easy to understand components
- The summit and CoPs gave providers a chance to learn from each other; they would have liked more interaction, particularly with mentors within their own state
- Identifying small targeted group of individuals, and providing them good job development one person at a time can work!
- Change takes time...we see impact in the paradigm shift and the immediate impact on individuals, but implementation of strategies at the organizational level is going to take more time
- One year isn't enough, but it's a start!

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



NCE SUMMER
LEADERSHIP
INSTITUTE

Case Study: The Arc of Madison County

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE




NCE SUMMER
LEADERSHIP
INSTITUTE

Why did we Seek to change

- New CMS guidelines were dictating changes in service delivery
- Funding for workshops would be eliminated
- Wanted to be innovative as a program
- Was the right thing to do for people with disabilities

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Alabama Snapshot

- Do not have any institutional facilities
- A recent study showed that ninety percent of services received are Day Habilitation and Residential Habilitation
- Have less than fifteen 14(c) certificate programs still in existence
- Just started case management de-confliction


LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Initial Steps

- Had to Get “Buy In” from Internal Stakeholders - Board and Staff
- Had to Developed a Plan for Change

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Biggest Obstacles/Needs

Issues that needed to be addressed on a local as well as state level

- Services focused more on what provider had to offer rather than what the person desired
- State had many services offered in their waiver document; however, only a few were approved (mostly day habilitation and residential group homes)
- Getting the state to change the plan of care process so that people we serve could obtain new services and use supports when they chose
- External Group Home providers only wanted the individuals served to have services that met their schedules
- Average age of people we serve are 50-55
- **Lots of resistance to change: Families, Case Managers, State Personnel, Residential Providers as well as the People we serve**

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Implementation

- Held a town hall meeting to share our “new direction” with others
- Changed job descriptions to reflect our new vision and culture change
- Set aside a specific time at our Board Meetings to share successes related to the changes
- Set goals for ourselves related to employment outcomes and community integrated opportunities
- Got rid of our 14(c) certificate and paid everyone in our workshop at least minimum wage
- Got several staff certified as Benefit Specialist to ensure that no one would “lose benefits”
- Made sure we had employment plans for everyone
- Every staff had to complete job coach training regardless of their job

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Continued

- We secured extra vehicles to support people we serve in transportation but also taught training classes on how to utilize public transportation
- Sought out new employment, volunteer, and community activities /opportunities for individuals we serve to choose from
- Persuaded the state to hire a consultant that could help the Division of Developmental Disabilities implement new CMS requirements

***Most critical steps in our transition was first our participation in a State of Alabama ODEP pilot program and next the support we obtained from the Provider Transformation Network

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



Successes/Lessons learned

- Our Workshop has now closed!
- Have helped many individuals obtain employment in the community
- We have developed many new volunteer opportunities in the community
- The best marketing for change is success
- We have discovered that even though a person might say that they are not interested, we have to make sure they are making educated/informed choices
- Inclusion in the community should not just be an "outing" but should be meaningful with a focus on natural supports
- Person centered planning is critical
- If we stopped trying to move forward because of a roadblock, we would have not made it past week one of our transition!

LEADING THROUGH TIMES OF SOCIAL AND CIVIL CHANGE



John Butterworth
john.butterworth@umb.edu

Stephane LeBlois
leblois@thearc.org

Susan Klingel
The Arc of Madison County

www.ThinkWork.org