

6-27-2017

# Organizational Transformation That Supports Community Employment

Amie Lulinski

*The Arc of the US*, [lulinski@thearc.org](mailto:lulinski@thearc.org)

Tibisay Guzmán

*The Arc of the US*

Avery Valins

*The Arc of Westchester*

ThinkWork! at the Institute for Community Inclusion at UMass Boston

Follow this and additional works at: [http://scholarworks.umb.edu/ici\\_pubs](http://scholarworks.umb.edu/ici_pubs)



Part of the [Civic and Community Engagement Commons](#), and the [Training and Development Commons](#)

---

## Recommended Citation

Lulinski, Amie; Guzmán, Tibisay; Valins, Avery; and ThinkWork! at the Institute for Community Inclusion at UMass Boston, "Organizational Transformation That Supports Community Employment" (2017). *All Institute for Community Inclusion Publications*. 63.

[http://scholarworks.umb.edu/ici\\_pubs/63](http://scholarworks.umb.edu/ici_pubs/63)

This Presentation is brought to you for free and open access by the Institute for Community Inclusion at ScholarWorks at UMass Boston. It has been accepted for inclusion in All Institute for Community Inclusion Publications by an authorized administrator of ScholarWorks at UMass Boston. For more information, please contact [library.uasc@umb.edu](mailto:library.uasc@umb.edu).



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

A project of



# Organizational Transformation That Supports Community Employment

**Amie Lulinski**, PhD, Director, Research and Evaluation, The Arc  
of the US

**Tibisay Guzmán**, Associate Executive Director/Chief Operating  
Officer, The Arc of Westchester

**Avery Valins**, Director of Day Services, The Arc of Westchester

AAIDD Conference  
Hartford, CT  
June 27, 2017

# What do we know about effective transformation?

- Looked at previous research and demonstration projects
- Conducted a Delphi panel
- Interviewed providers who had closed sheltered workshops
- Conducted case studies
- Identified 10 key elements for transformation



# 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

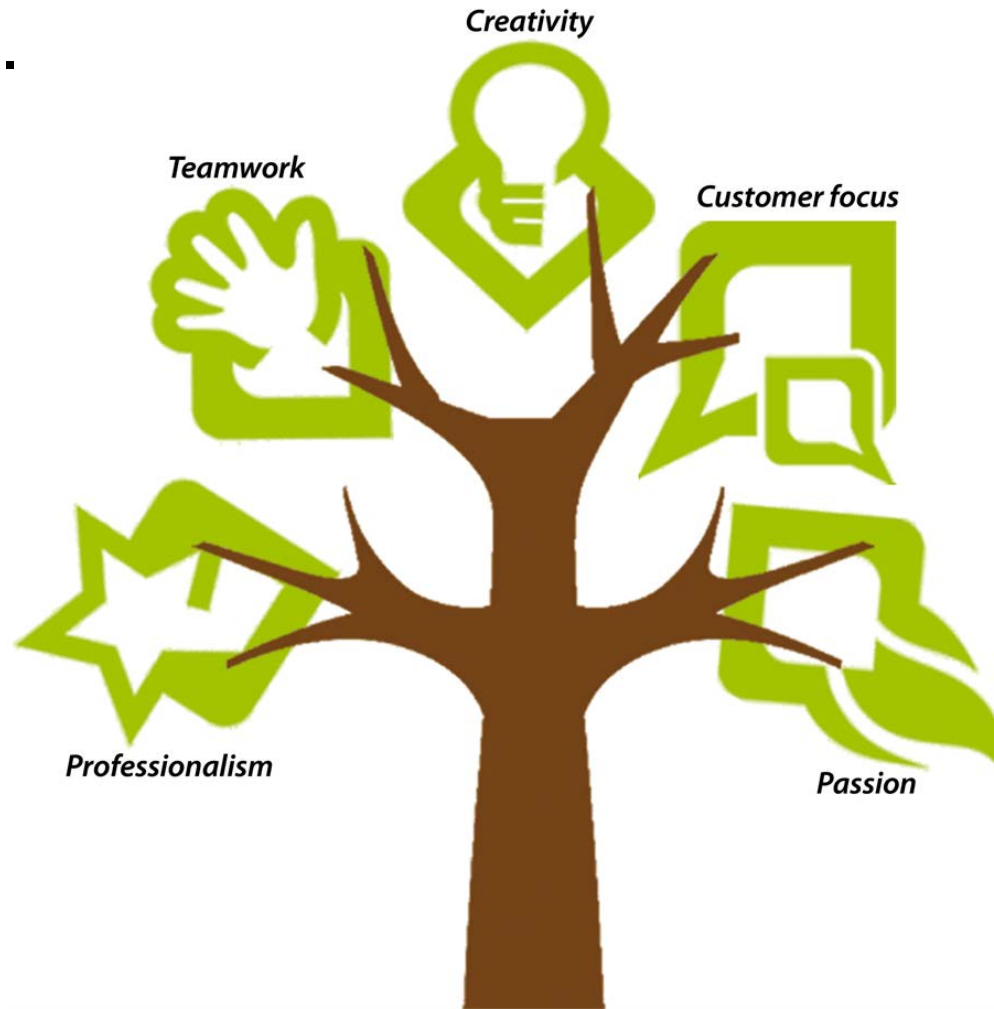






# Characteristic #2: Agency culture

- 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.

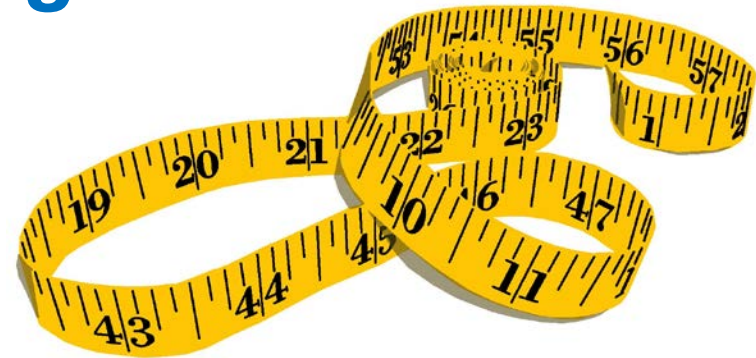




## **Characteristic #8:** Employment performance measurement, quality assurance, and program oversight.

- 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>



For people with intellectual and developmental disabilities

# 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>
<p>Tibisay Guzman, Associate Executive Director/COO  <a href="mailto:tguzman@arcwestchester.org">tguzman@arcwestchester.org</a>            914-495-4612</p>	<p>Avery Valins, Director of Day Services  <a href="mailto:avalins@arcwestchester.org">avalins@arcwestchester.org</a>            914-495-4634</p>