

emp1SToyment

TRAINING

Transformative Change: Making Employment First A Reality

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DIVISION OF SERVICES FOR PEOPLE WITH DISABILITIES

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Objectives

To provide an overview of the essential steps of the provider transformation process.

To provide resources for additional information on the provider transformation process.

Change Is Not Just Coming - Its Here



Implications for Service Provision

Community integrated employment as a priority.

Meaningful community engagement as an imperative.

Change in the way we operate as inevitable.

We Want to Change But How?



One Agency's Experience of Transformation



The Way We Were

A very typical and traditional program providing the following facility based services:

- **Early Intervention for Infants and Toddlers**
- **School for Children and Young Adults with Autism**
- **Sheltered Workshop**
- **Day Program for Adults**
- **Residential services (ICFs/MR)**

The Impetus for Transformation

The opportunity – began supporting people with complex challenges to employment in 1987

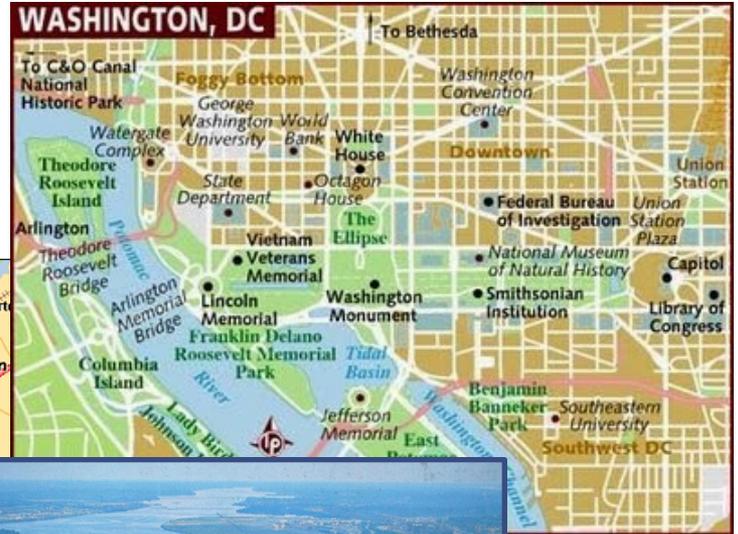
The impact - observed success - gained insight into the affects of segregation

The commitment – *began the change to community integrated employment and other 100% community based services*

The process – clarifying values, planning, getting the right staff, starting small, measuring and sharing success, getting buy-in

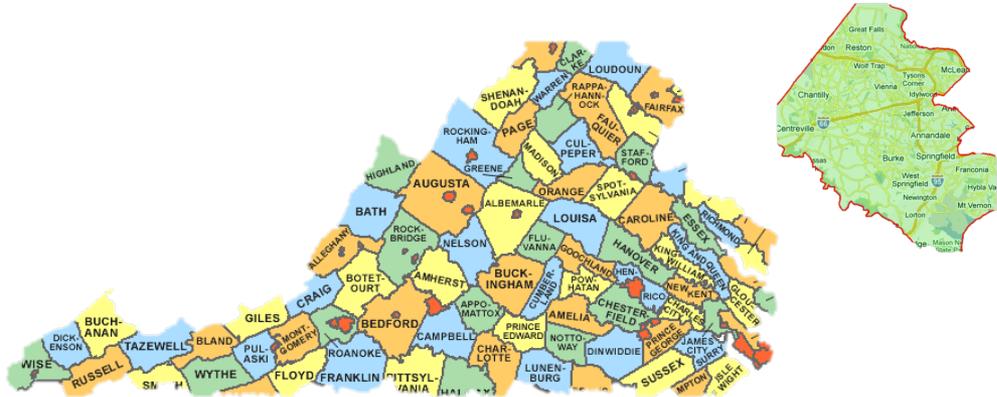
The outcome – providing 100% community based employment, pre-employment and wrap-around services in 5 states with over 900 staff

Urban Settings - Philly & DC

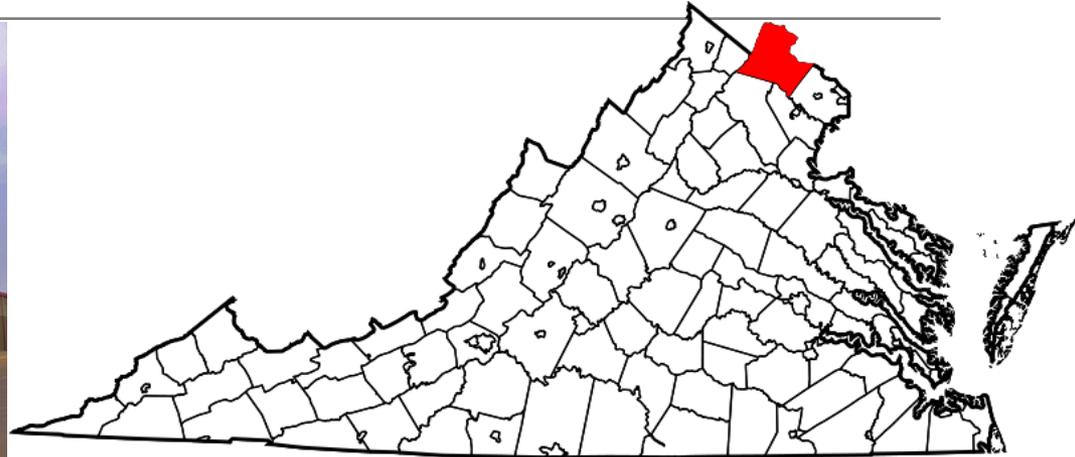


Suburban Settings - Fairfax Co, VA

Bartlett, TN



Rural Settings — Martin, TN Northern VA



Process of Change

Become a learning organization - ID best practice

Vision your destination – begin outreach/engagement

ASSESS where you are now - Identify the gap

**Develop a plan(s) – communication, finance, resource
reallocation, etc.**

Build Capacity

Begin Implementation - pilots, decentralization, scaling

Measure

Market

Advocate, Advocate, Advocate!

Become a Learning Organization

- **Learn about best practice in Community Integrated Employment and CBDS**
- **Attend conferences, training sessions, webinars**
- **Subscribe to journals/membership in organizations**
- **Share what you are learning – develop forums for sharing**
- **Seek out knowledge – other agencies**

Begin to Vision Your Destination

- Engage stakeholders
- Vision without constraints
- Sketch out service delivery structure for Community Integrated Employment
- Tease out needs and challenges in advance
- Evaluate plans against mission, vision and values
- Research/Study/Train

Assess Where You Are

You have to know where you are to get to where you are going

Transformation is not just tacking on, its changing in all aspects of your agency.

Where are you today?

- **Leadership** (outreach, mission, communication, marketing)
- **Strategic Planning** (team, vision, strategies, finance, development)
- **Customer Focus** (referral process, expectations, person centered planning, individual outcomes)
- **Operations Focus** (people, services, strategies, procedures)
- **Workforce Development Focus** – staff development, deployment, support
- **Results** (QA, customer feedback, quantitative measures)
- **Measurement, Analysis and Knowledge Management** (data, benchmarking, decision-making)

Assess the Gap Between Where You Are and Where You Want To Be



Develop Your Plan(s)

Create Change Management Team(s)

Identify long term outcomes to be achieved (best practice)

Develop strategies and timelines

May have several supporting plans

- Communication – internal and external
- Marketing
- Capacity building
- Resources reallocation
- Funding diversification
- Human Resources
- Advocacy

Build Capacity

- **Invest in staff and staff development**
- **Create management structures that support community based work**
- **Develop policies and procedures that support staff in the field**
- **Develop electronic means to support filed based services and the staff that provide them**

Begin Implementation

Think Big, Start Small, Scale Quickly!

Piloting

Start small with people who have an interest but maintain diverse population in the pilot

Staff with “early adopter” staff – they will pull others along

Determine what you are trying to achieve in your pilot and measure your performance

Make adjustments based on data based information only

Use lessons learned to improve

Decentralization

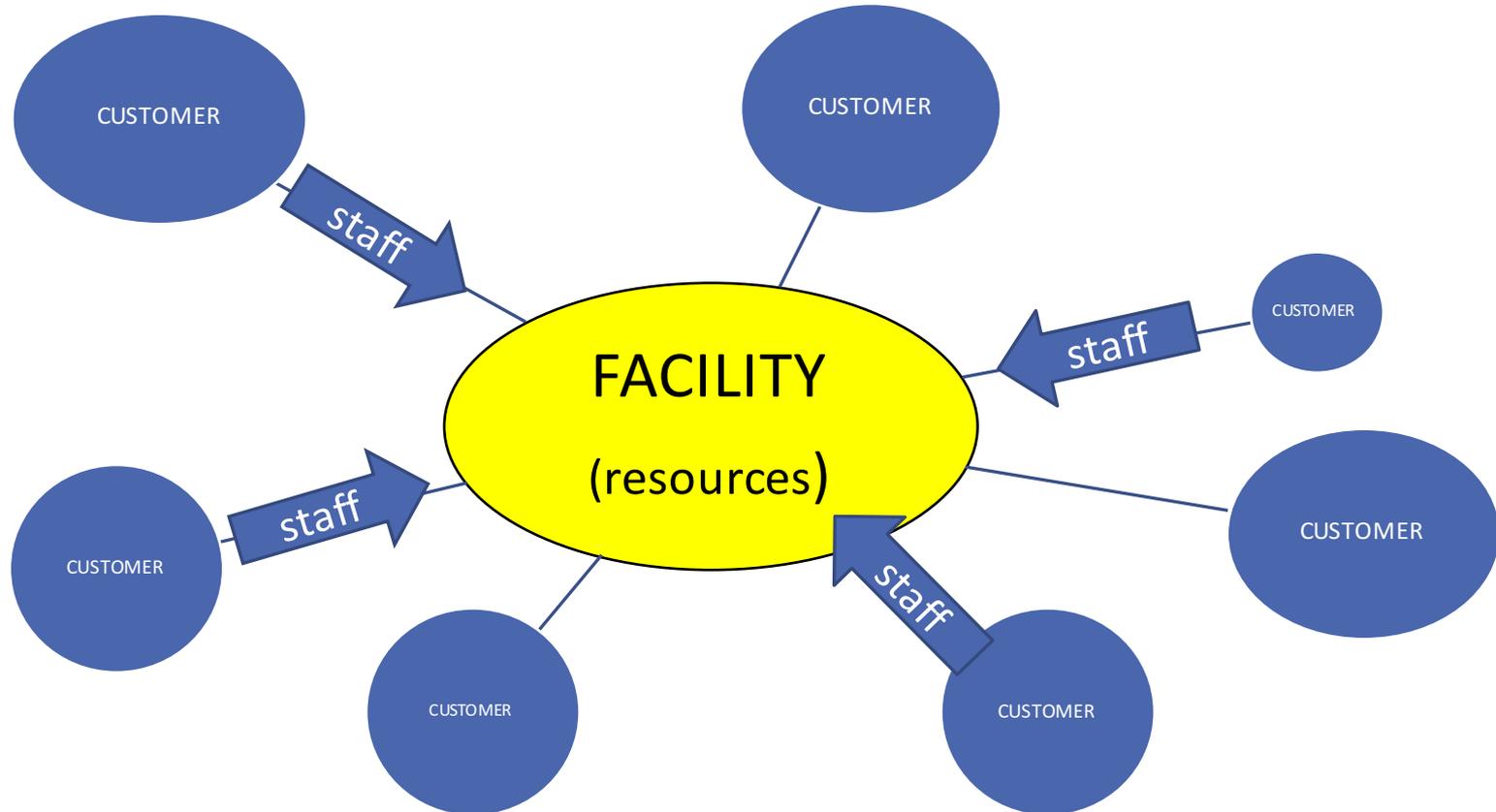
Many current agency business models based on people coming to agency facility (centralized)

Community integrated employment – individualized and everywhere in the community

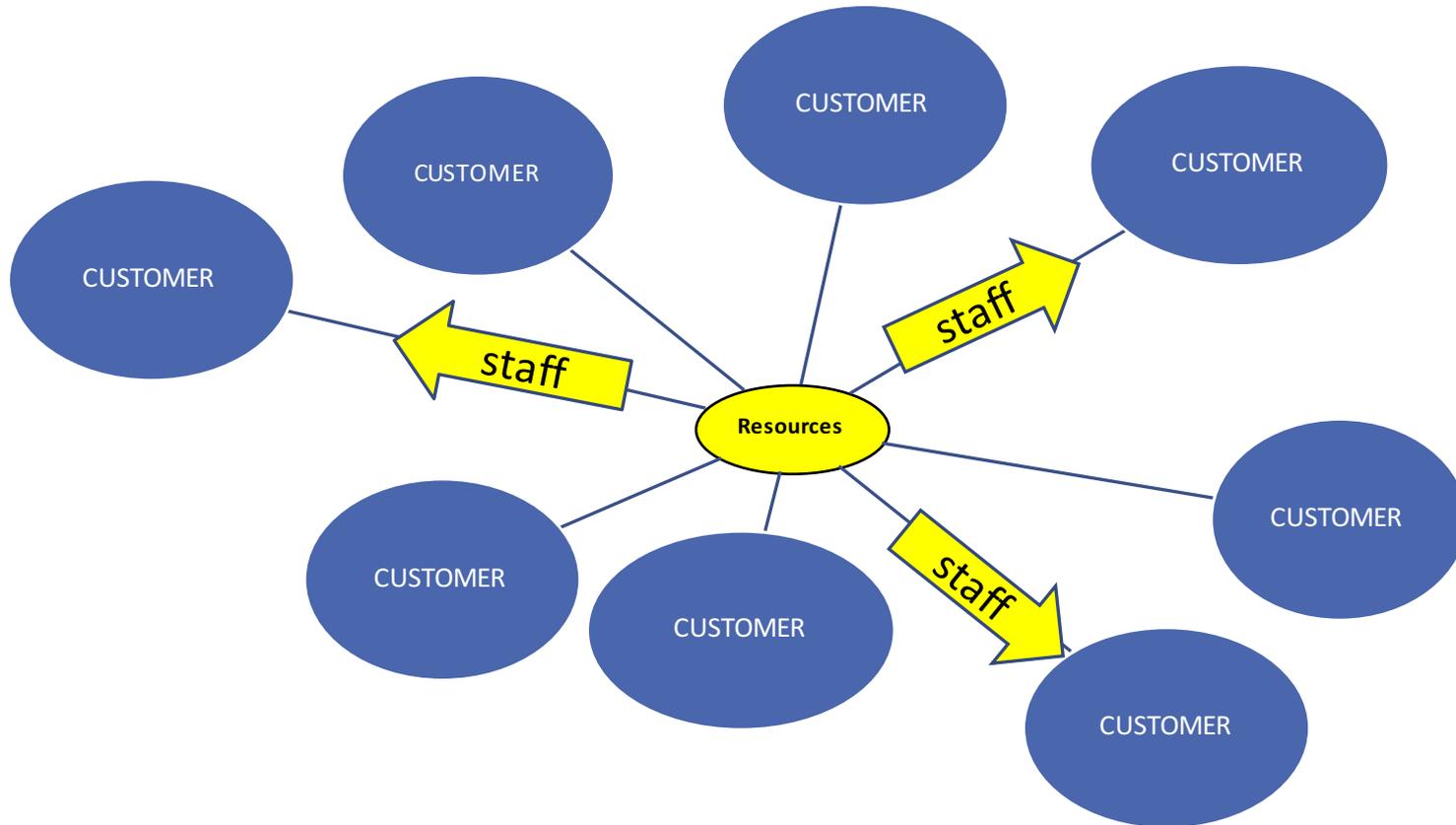
Agency support provided to people where they are – no longer at centralized places

A significant change in business structure – any type of business would have significant retooling to accommodate new approach

Centralized Business Model



Decentralized Business Model



Resource Allocation

Based on strategic or transformation plan

Identifying the type and amount of resources you will need

Determine when and where you will need them

Reconcile with current allocation

Community-Based Pre-Employment and Employment Based Wrap-around Services

Community based non-work support

***Not* in facility**

Opportunity for exploring additional employment options

Reinforcement of work benefits

Relationship development and pursuit of interests

Bringing into Full Scale Implementation

Multi-year plans for expansion with specific timelines – BUT stay opportunistic

Try another way – a la Mark Gold – go around barriers

Keep everyone informed and involved

Alter or adapt approaches to different situations but keep within parameters of beliefs

Begin to formalize procedures so they work across the board

Focus on quality and individual outcomes for people

Measure

Measures, methods and feedback loops for:

- **Performance** — movement to employment, jobs obtained, successful strategies, finance
- **Customer Satisfaction-** Individuals served, staff, Family/Guardians, Employers, Funders
- **General Compliance Strategies**
- **Other Outcomes from Strategic Plan**

Marketing and Gaining Momentum

Marketing often focuses on centers or facilities

Community based options should center on people and relationships

Marketing is both an internal and external task

Growth is dependent upon sharing success – demonstrating outcomes

How do you market what you can't easily see?

**IT'S ALWAYS THE STORIES THAT PROPEL CHANGE!
Collect the stories and share**

Advocacy (the eternal task!)

Prepare to advocate for:

Appropriate rates

Supportive rules and regulations

What you believe in

The people you serve

Summary

- **There are a great many things to take into consideration when agency transformation is occurring and it can feel overwhelming**
- **You must assess where you are to begin the change process**
- **Nothing can or should be done without a solid plan(s)**
- **Mission and vision are the “bricks and mortar” of community based services**
- **Buy-in is essential from all parties**
- **Staff is everything!**
- **Structure and processes are essential for staff support, quality outcomes and management control**
- **Determination goes a long way!**

Additional Resources

- [Employment First Lead Center](#)
- [ODEP EFSLMP Initiative](#)
- <http://www.drivedisabilityemployment.org/employment-first-resources/provider-transformation-manual>

EFSLMP Community of Practice

If you are not a current subscriber to ODEP's EFSLMP mailing list, you can register [here](#).

Contact



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Questions?

