The attached handouts are provided as part of The Boggs Center’s continuing education and dissemination activities. Please note that these items are reprinted by permission from the author. If you desire to reproduce them, please obtain permission from the originator.
Current Status

- 18.6% of people with IDD in integrated jobs nationally (2013).
- Increase in facility-based and non-work activities.
- The rate of movement from sheltered to integrated work: 1-5%.


NEW JERSEY 2014 Data

- 11% integrated employment
- 22% facility-based
- 63% facility-based non-work


WE KNOW

- How to assist people with high support needs to get and keep employment.
- Most people with high support needs want to work & can work.
- Work provides a better quality of life.
- Employment provides a better cost-benefit (Cimera 2010)
- Employers benefit.
Impetus for Change from Sheltered to Integrated Employment (Internal)

- **Leadership within the organization**
  - ("It's the right thing to do.")
- **People receiving services dissatisfied**
  - (Most want a job.)
- **Knowledge of best practices**
- **Poor quality services & outcomes of sheltered facilities**
  - ("make work", low wages, artificial setting, poor models)

Impetus for Change (External)

- **Dept. of Justice**
  - applying Olmstead decision to employment:
  - Unnecessary segregation of people with disabilities (e.g., Rhode Island & Oregon).
- **Self Advocates Becoming Empowered (SABE)**
  - calling for the end of sub-minimum wage and sheltered employment.

US DOJ - Rhode Island

- "The landmark ten year agreement is the nation's first statewide settlement to address the rights of people with disabilities to receive state funded employment and daytime services in the broader community, rather than in segregated sheltered workshops and facility-based day programs."

Impetus for Change (External): Demonstrations of Success

- **Vermont and Maine**
  - no longer fund sheltered workshops.
- **Examples of organizational change**
  - throughout the country.

Federal Impetus for Change

- **July 22, 2015: U.S. Secretary of Labor**
  - Thomas Perez urged governors to adopt policies & practices that promote the **employment of people with significant disabilities** in integrated settings earning at or above the minimum wage.

Federal Impetus for Change

- **Centers for Medicare & Medicaid Services:**
  - commitment to individual integrated employment under HCB waiver.
- **WIOA**
  - focuses on competitive integrated employment and greater emphasis on transition services.
US Dept. of Labor
Office of Disability Employment Policy (ODEP)

“A critical priority is to invest in systems change efforts that result in increased community-based, integrated employment opportunities for individuals with significant disabilities.”

Employment First Initiatives

- 34 states have EF initiatives
- ODEP has initiated the Employment First State Leadership Mentoring Program (EFSLMP), a cross-disability, cross-systems change initiative.

http://www.dol.gov/odep/topics/employmentfirst.htm

NJ Employment First

4/19/2012. “Gov. Christie today announced that New Jersey will become the 14th state to adopt an Employment First initiative. The initiative embraces a philosophy - implemented through policies, programs and services - to proactively promote competitive employment in the general workforce for people with any type of disability.”

Organizational Change Process

- Shift your
  - SERVICE DELIVERY MODEL
  - ORGANIZATIONAL STRUCTURE
  - HUMAN RESOURCE PRACTICES
  - RELATIONSHIPS WITH EXTERNAL PARTNERS

Pat’s Top 10 Tips for Organizational Change

1. RESTRUCTURE: Flatten the organizational structure.
   - Redo job descriptions to focus on employment.
   - Staff reapply for positions.
   - Work in small teams to serve a set of individuals.

2. REINVEST: Focus on staff development and mentoring.
   - Empower front line staff to make person-centered decisions.

Pat’s Top 10 Tips for Organizational Change

3. REFOCUS: One person at a time.
   - Start with those who want to work. Include people with high support needs from the start.
   - Individualized daily/weekly schedules based on Discovery & Person-centered Planning.
   - Paid work as anchor of a meaningful day. Consider 2 part-time jobs.
Top 10 Tips (cont.)

4. REALLOCATE: Unload “sunk” costs. Rent, lease, or sell the building. “Spin off” a free standing supported employment service.

5. RE-MESSAGE: From “A safe, secure place…” to “a viable labor source…”

6. RECONNECT: Engage key stakeholders from the start.

7. PLAN THE WORK; WORK THE PLAN.

Top 10 Tips (cont.)

8. RESTRICT ENTRY
   - School to WORK Transition
   - Close the ‘back door’ after job loss

9. WHAT YOU COUNT COUNTS!
   - Collect accurate data regarding outcomes.

10. DEVELOP PARTNERSHIPS
    - Voc. Rehab, DD
    - Community Living orgs
    - Business Leadership Network
    - Benefits Planning & Assistance

Getting Started

LEADERSHIP from Within
Build Support for Change From Within Organization
- Acknowledgement that present way of doing things needs improvement
- Awareness of a better way
- Commitment to change

Getting Started

Involve Key Stakeholders from the Start (Who?)
Convene a Leadership/Transformation Team
- Include reps from throughout organization

Plan Strategically (1-3 Year Plan)

Assess Current Status
- Conduct Internal & External Assessments:
  - What do stakeholders want, believe, fear, etc.?
  - Historical timeline

Articulate the Values that Drive Your Vision & Mission
- Establish clear, measurable Goals

Example CORE VALUES

- Disability is as much about setting-related factors as individual characteristics;
- People with dis/abilities have the right to the same community opportunities, risks, relationships, and activities as other members of the community;
- Having the opportunity for valued, integrated employment & community participation is a right, not a privilege to be earned.
KFI Philosophy Statement
KFI is committed to assisting individuals with disabilities to exercise their choices, resulting in growth & personal independence. We will assist each person to become productive & involved in the community in a way that satisfies and enriches both the individual & the community. The personal supports which make this possible will be provided in the most integrated, efficient, compassionate and least intrusive manner available.

VISION of OE Enterprises
OE Enterprises is a thriving business offering individualized options leading to vocational success for persons facing employment barriers.

MISSION OF KAPOSIA, INC.
Kaposia invests in the prosperity of individuals who have a disability and the profitability of our partners.

Establish Clear Goals
Plan to Act; Act on Plans
By June 2017 we will place 40 people in individualized and integrated jobs that pay at least minimum wage & average 20 hours per week. By October 2017 we will cease all new entries into our sheltered facility, and cease all backfilling.

HR Practices: Staffing Changes
What staff roles do we have? What roles are needed to provide integrated employment & community supports?
Change job descriptions. Consider having staff apply for positions.
Invest heavily in staff development.
  ● Bring in external experts to provide training.
  ● Send staff to visit other organizations.

Staffing Changes
Some staff will be unable or unwilling to change and will leave.
Hire new staff with desired attitudes, values, and skills.
Reallocate & Restructure Resources

- Flatten the organizational structure
- Reduce administrative & supervisory positions
- Consider a team structure
  - Most staff are Community/Employment Specialists.
  - People assigned based on relationships & geographic location of residence.
  - Empower front line staff to make decisions.

Traditional Organizational Structure:
- Many layers – Decisions made at the top
- Many job descriptions & specializations
- Many staff/programs address “slices” of person’s life

Team Approach
- Organize around people
- Holistic supports
- Generalist model

Revamp Your Marketing Strategy

- Change your image to match your Vision and Mission:
  - Does your organization’s name convey your focus on employment?
  - Do your language and images focus on individuals’ capacities vs. deficits?

Find Jobs One Person at a Time

Effective Employment Strategies

Traditional Services
- Focus on readiness
- Move through the continuum
- Deficit-based voc. evaluation

Positive Community Services
- No need to “get ready” - Teach in community.
- Person-centered planning - Capacity search.

Effective Strategies (cont.)

Traditional Services
- Group orientation
- Fit to programs
- Human services orientation
- “Special” services

Community Services
- Individual orientation
- Design supports around person
- Tap generic services & natural supports
Pursue Creative Funding Options

- Integrated employment services must be adequately funded.
- Unload “sunk” costs (buildings, vehicles, equipment)

Sources of Funding:
- Waivers
- DD Councils
- United Way
- Grants
- Work Incentives
- Foundations
- Fundraising

Develop Partnerships

- External Partners:
  - Funders
  - Community Living Orgs
  - Business Leadership Network (BLN)
  - Benefits Planning
  - University
  - Etc.

Collect and Analyze Data

- What you Count COUNTS!
- Track # job placements, hours, wages, benefits, longevity, job growth, community connections
- Assess customer satisfaction
- Evaluate staff performance - e.g., 360 degree eval.

Common Challenges

- Waiting until everything is in place. *(Plan to plan to plan…)*
- Providing supports for a “meaningful day.”
- Planning for friends to get together.
- Providing a safety net – When people lose jobs.

SYSTEMS CHANGE RECOMMENDATIONS

- Support for Employment First initiatives
- Statewide Org. Change Network
- Comprehensive transition services
- Incentivize employment outcomes; shift funding from sheltered
- Track data!
- Ongoing training & technical assistance

Q & A
THOSE WHO SAY IT CAN’T BE DONE

SHOULD GET OUT OF THE WAY OF THOSE WHO ARE DOING IT!

Org Change Contacts

- Jon Alexander @ Kaposia, Inc. (info@kaposia.com)
- Nancy Brooks-Lane @ Cobb/Douglas Community Services Boards - (nbrooks@cobbcsb.com)
- John Butterworth @ ICI Boston (John.Butterworth@umb.edu)
- Bryan Dague @ U. Vermont (bryan.dague@uvm.edu)
- Gail Fanjoy @ KFI (gfanjoy@kflmaine.org)
- Suzi Hutcheson @ Helping People Succeed, Inc. (shutcheson@hpsfl.org)
Suggested Reading List/Reference List

Organizational Change From Facility-based to Community-based Employment Services

Prepared by Pat Rogan, PhD


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Institute for Community Inclusion (ICI) Online Articles

KFI in Maine: Making Mission-Driven Choices About Funding and Service Innovation http://www.communityinclusion.org/article.php?article_id=396

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U.S. Department of Justice Proposed ADA Settlement Agreement on Oregon’s DD System https://www.justice.gov/opa/pr/justice-department-reaches-proposed-ada-settlement-agreement-oregons-developmental
