Conversion to Integrated Employment and Community Life Engagement

APSE National Conference
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A project of

ThinkWork!
at the Institute for Community Inclusion, UMass Boston

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Session Overview

- ❖ National Policy Context (Jen)

- ❖ Community Life Engagement Guideposts (Jen)

- ❖ Characteristics of Transformative CRPs (Jonathan)

- ❖ Provider Perspective (Tim)

- ❖ Cross-Cutting Themes (Oliver)

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National Policy Context

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Department of Justice

❖ In order to comply with ADA, states must provide day and employment supports in integrated settings

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Centers for Medicare and Medicaid Services

"The Home and Community-Based setting… Provides opportunities to seek employment and work in competitive integrated settings, engage in community life, and control personal resources.'' (CMS 2014)

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Employment First Movement
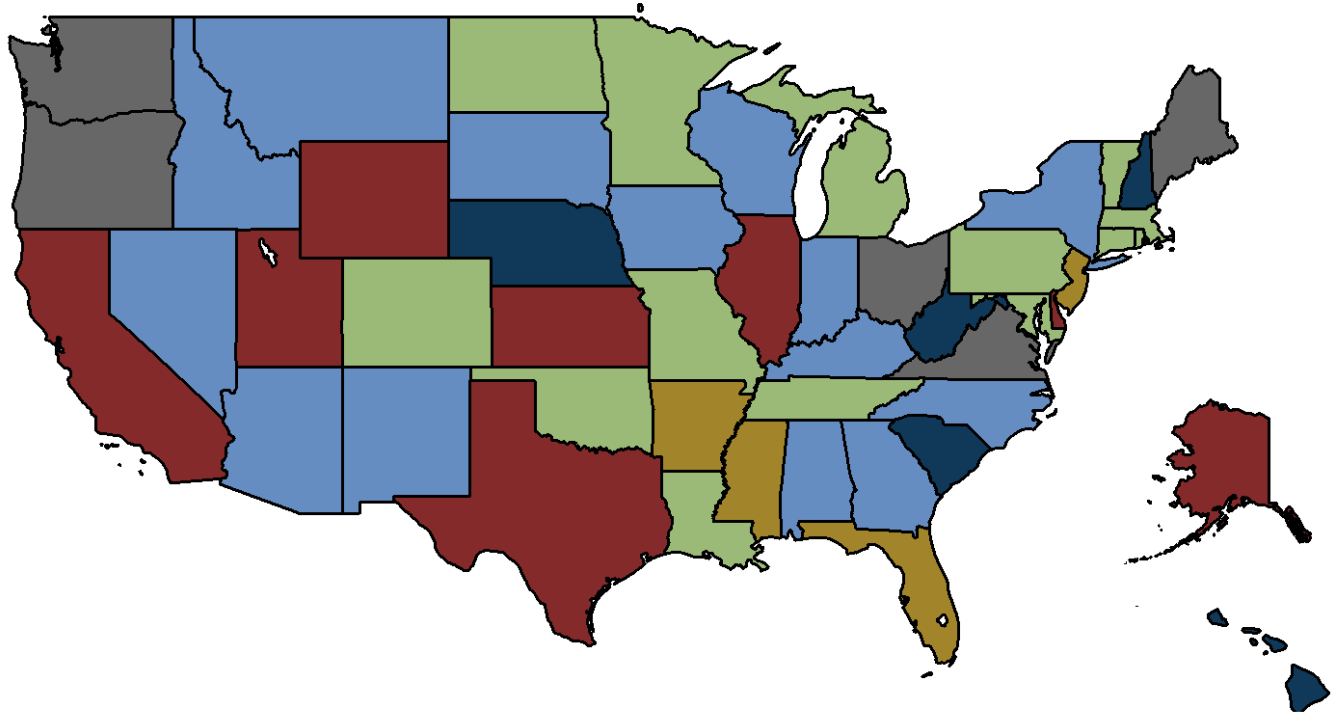
Type of Employment First Actions

- No Known Activity or Policy
- Activity - No Policy
- Directive
- Executive Order
- Legislation
- Legislation, & Directive or Executive Order

	Work	*Non-Work*
Community	**Integrated Employment**	**Community-Based Non-Work/Community Life Engagement**
Facility	Facility-Based (Sheltered) Work	Facility-Based Non-Work (Day Habilitation)

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Community Life Engagement Guideposts

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ICI Community Life Engagement Project

2014-2015	SELN Community of Practice
	Expert Interviews
	Promising Practices series
	Provider case studies
2015-2016	Develop and pilot guideposts and toolkits
2016-2017	Refine and disseminate guideposts and toolkits
	State IDD agency survey

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Community Life Engagement: Four Guideposts

1. **Individualize supports for each person**

2. **Promote community membership and contribution**

3. **Use human and social capital to decrease dependence on paid supports**

4. **Ensure that supports are outcome-oriented and regularly monitored**

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Guidepost 1: Individualize supports for each person

- ❖ **Show understanding of personal preferences, goals, interests, and skills**

- ❖ **Emphasize person-centered planning and discovery**

- ❖ **Consider creative grouping, staffing, and scheduling**

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Guidepost 2: Promote community membership and contribution

❖ **Start with inclusive settings and activities**

❖ **Ensure staff presence does not limit connections with other community members**

❖ **Place value on not just presence, but membership in the community**

❖ **Consider an individual's preferences**

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Guidepost 3: Use human and social capital to decrease dependence on paid supports

- ❖ **Use social capital to create natural supports**
- ❖ **Teach skills to build human capital**

Guidepost 4: Ensure that supports are outcome-oriented and regularly monitored

- ❖ **Emphasize goals rather than processes**

- ❖ **Hold CLE supports to clear state and federal expectations and guidance**

- ❖ **Lead to or complement employment**

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Characteristics of Transformative CRPs

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Strand 3
Community Rehabilitation Providers

❖ To understand CRP characteristics that promote transformation

❖ Provide tools to CRPs to enable change

❖ Model for supporting organizational restructuring in an efficient/scalable way

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Supporting CRPs to Evolve Their Service Delivery Framework

Through:

- ❖ Creation and assessment of a model framework for building the capacity of CRPs,

- ❖ Development of a toolkit to guide organizational transformation to provide high-quality integrated employment services, and

- ❖ Demonstration of an efficient scalable strategy (a facilitated, peer-to-peer learning community) for supporting organizational transformation across networks of CRPs.

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Top 10 Characteristics of Transformative CRPs

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Characteristic #1: Have clear and consistent goals

Definition: Clear and consistent goals means establishing an explicit commitment to increase integrated and competitive employment. The CRP defines goals that are:

- measurable
- flexible to the needs of individuals served
- compelling and easy to grasp
- directly reflective of the core mission
- modifiable
- specific to an established time frame.

Characteristic #2: Reallocate and restructure resources

Definition: Restructuring all dedicated resources to community employment is a central part of the change process.

Successful organizations reinvent job positions and expectations to clearly focus on integrated employment outcomes.

How organizations invest their resources is a direct reflection of their priorities, and it has a significant influence on outcomes.

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Characteristic #3: An active, person-centered job placement process is accessible to all, including those with the most significant disabilities

Definition: Successful community rehabilitation providers are proactive in finding jobs for one person at a time. This "just do it" approach creates momentum and enthusiasm as successful employment outcomes are achieved and celebrated.

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Characteristic #4: Develop multiple and diverse community partnerships

Definition: Supporting change requires engaging organizations and state systems and creating buy-in to the change process. Community partnerships should include local businesses, school districts, state agency offices, faith-based organizations, and other community-based organizations. Effective partnerships:

- promote actions that improve personal outcomes for those receiving services

- foster positive change in the systems influencing these services; and

- meet the economic needs within local business communities.

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Characteristic #5: Embrace a holistic approach throughout the employment process

Definition: Planning should consider the whole person with wrap-around life supports as necessary and include the use of a career planning process that involves multiple stakeholders (staff, parents, friends).

Characteristic #6: Communicate expectations often and to everyone, both internal and external to the organization.

Definition: Intent is best communicated by simple, visible practices and decisions made each day, with the expectations for integrated and competitive employment as clear and authentic.

Expectations can be communicated to an organization's stakeholders in a variety of ways including:

- how money is spent,
- goals-based data tracking,
- the development of policy initiatives,
- simple outreach activities such as newsletters, and
- during initial intake meetings, annual reviews, and other family meetings.

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Characteristic #7: Customer focus and engagement

Definition: Successful organizations effectively engage and partner with stakeholders in an effort to meet both individual and market needs.

Thriving organizations identify and solve workforce issues by matching the customer need to an individual's interests and skill set in a way that is mutually beneficial to fulfill a business need and an individual's employment goals.

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Characteristic #8: Ongoing professional development of staff

Definition: An engaged and educated workforce is key to providing sustained, high quality job development and coaching supports.

Successful organizations support employees at all levels to meaningfully contribute their ideas and energy to the mission.

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Characteristic #9: Agency culture

Definition: This belief guides what the agency will do and how it will do it. The agency culture values positive thinking, learning, creativity, innovation and continuous quality improvement.

This culture is transmitted through values-based training, ongoing technical assistance, and mentoring of staff that are encourage to take calculated risks to support positive outcomes for individuals.

Characteristic #10: Employment performance measurement, quality assurance, and program oversight.

Definition: The organizational structure fosters shared accountability across all staff. There is an understanding of baseline data and a point from which to chart desired outcomes. The successful CRP has technology-enabled systems for tracking data. These data include outcomes of job seekers and activities of job development staff. These data systems not only help internal CRP staff communicate, but are also accessible to individuals, families and other stakeholders to assess the effectiveness of the organization in supporting people to find jobs.

"What gets measured, gets done." The organization's strategy considers the opportunities as well as the threats along the path to transformation and redefines its route accordingly.

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Provider Perspective

Tim Vogt
Starfire

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Intentional Transformation

- From Congregated Day Programs → One-Person-At-A-Time
- 40 hours of coverage → Jailbreaking bit by bit
- Buildings & Vans → Neighborhoods
- Internal Experts → External Experts

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The Work of the Future

- Integrated Networking
- Whole Body Listening around Strengths
- Lifetime Investments in Relationships

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Smart Budgets

- Multiple systems
- Timing of Networking → Job
- Trimming middle management
- Investing in creative Professional Development

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Employment Eighth

- Too Much Paperwork
- Too Much of the Old Ways
- Too Many Assessments
- Incentivizing Cynicism

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Hopes & Fears

- Is this all just CYA?
- Is capitalism and cultural devaluation too strongly linked?
- The compounding positive effect of jobs
- Relationships!
- Co-ops, Makers & Gig Culture

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Where are the intersections?

Community Life Engagement

Organizational Transformation

Individualize supports for each person

Considers everything about the person when finding a person integrated employment.

Promote community membership and contribution

Works with businesses, schools, organizations, and people in the community that help people with IDD find jobs.

Use human and social capital to decrease dependence on paid supports

Believes in not supporting sheltered workshops but in positivity, creativity, new ideas, and always trying to improve.

Ensure that supports are outcome-oriented and regularly monitored

Has a way to measure that they are improving and that the work they are doing is the best it can be

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