

EMPLOYMENT FIRST

Getting from principles to practice

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TransCen, Inc.
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Employment First: Now's the time

- EF initiatives and CMS settings rule– the push is for employment and inclusion
- We have support for community employment, interagency collaboration and integrated services- at all levels: Federal, State, Individual/family
- We have effective tools and strategies
 - WIOA, work-based experiences/transition/Business-led partnerships
 - Community-based programming and systematic instruction
 - *Customized Employment* methods



Colorado's *Employment First Act*

“....a framework for change in the provision of services that is centered on the premise that all persons, including persons with significant disabilities, are capable of full participation in *Competitive Integrated Employment* and community life.”

The Focus of Employment First Initiatives

- Set new policies and procedures to encourage/support CIE
- Increase collaboration between state agencies, crosswalk and streamline state services for people with disabilities
- System change:
 - Revise service definitions
 - Realignment of funding and rates
 - Provide guidance and training for case managers/Community Centered Boards (CCB's) and Program Approved Service Agencies (PASA's)
 - Support service transformation efforts within provider community

System Transformation

To make significant change, and solve big ambiguous problems, we must encourage creativity, open minds, optimism, excitement and hope.

- Chip and Dan Heath

Switch: How to change things when change is hard

The question is HOW?

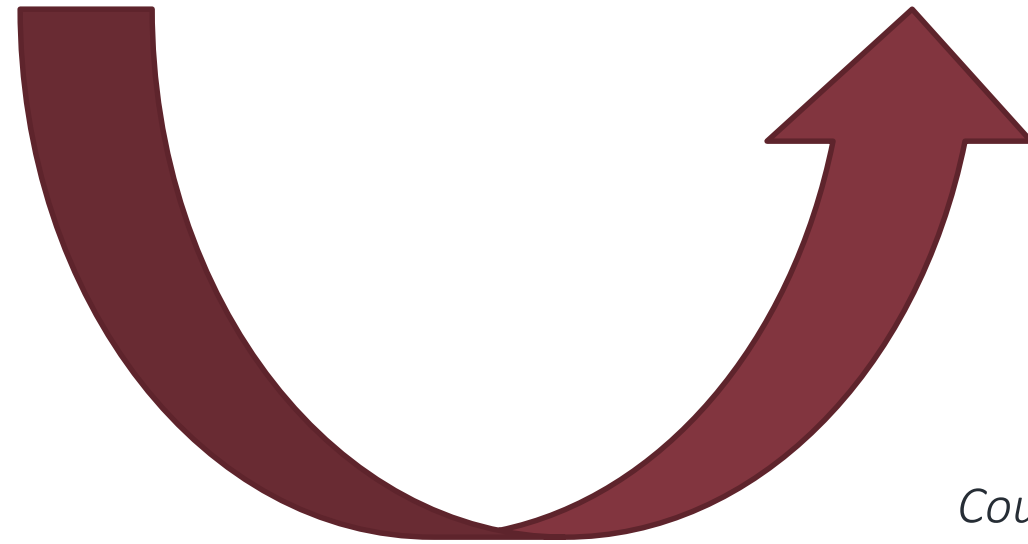
Making Change: The Do's

- Focus on solutions- not problems. What's working? How do we do more of this?
- Appeal to the emotion (“ a day in the life”, Right thing to do)
- Shrink the change- “We're already doing this”, Pilot with small group
- Clarify the change that is to happen and set Black/White goals
- Create a picture of your destination- what services should look like? How do we get there? (Value Stream Mapping)
- “Carrots and sticks”
- Provide step by step instructions. What looks like resistance is often a lack of clarity.
- Admit that “Change” is a process that includes failure and learning

The “Change” Mind Set

HOPE

CONFIDENCE



INSIGHT AND
LEARNING

*Courtesy of
Tim Brown, IDEO*



Our goal is to build a flexible, person-centered service system that is focused on employment and community inclusion

System & Services: Key Principles

- Meaningful, individualized, person-driven
- Integrated, community-based settings
- Purposeful, outcome oriented
- Focused on Employment and community inclusion
- Encourage independence and autonomy
- Ensure rights, provide choice
- Flexible and responsive to the individual's needs/situation



Getting from *Principles* to *Practice*: *Where to start?*

- Collect Data on CIE outcomes
 - Establish a baseline of employment outcomes/service hours
 - *Employment Data Sheet*- part of Service Plans - need good numbers
 - Accountability for providers/schools (*CA data dash board, NH annual provider reports*)
- Break down the Departmental siloes
 - Cross-system collaboration & mission alignment: EF taskforces, Blueprints, MOU's
 - Co-location and cross-walked eligibility
 - Braid and blend agency budgets, create fiscal partnerships between schools, state agencies and providers

Promising Practices

- “Employment First Coordinator” - designated position(s) charged with improving employment outcomes and supporting service transformation
- Establish a peer-to-peer Community of Practice, conduct “Employment Summits” at State and Regional levels
- Provide State resources for training and service transformation (Wi-Building Full Lives Project, Grants, Ticket-to- Work revenues)
- Include “Discovery” and work-based experiences/internships in transition curriculum and waivers service definitions
- “Employment Collaboratives” (MA), partnerships with providers, Provider does “discovery”, Emp. Collaborative does placement, Provider then does coaching

Promising Practices (p.2)

- Prioritize & promote Community Integrated Employment Outcomes
 - Communication is key- check out Ohio's EF website: www.ohioemploymentfirst.org
 - Re-align funding and service definitions to incentivize CIE
 - Restrict access/entrance into center-based services
 - Hire CCB case managers who understand employment and reward them for strong employment outcomes
- Apply for ODEP's *Employment First State Leadership Mentoring Program*
 - Vision Quest (policy initiatives) and/or Core States (TA: strategic planning, transition, employer engagement, service transformation, realignment of resources)
 - Community of Practice (webinars and website resources)

Funding Realignment: Key Principles

- Presumption of employability for all
- Pay for outcomes desired (CIE, CE placements, hours worked), not services provided (outcome-based milestones vs. fee-for-service)
- Focus on career planning, placement and advancement
- Identify outcomes/rates for *Day Services* in tandem with *Employment Services* (don't incentivize non-work options)
- System needs to be flexible and responsive
- Staffing ratios must be small
- Encourage fading of provider supports

Promising practices: Rate setting

- Outcome-based, milestone payments
 - Results and best practice is rewarded vs. fee-for-service
- Tiered rates based on level of disability, length of employment and outcomes
- Incentivize braided funding (Education, VR and waiver services) and fading services
- Spearhead change and employment outcomes through service planning/case management. This is as important as realigning funding and setting rates

Promising Practices: Gaining Buy-in

- Service transformation is 90 % attitude
- Employment Summits: set the stage, provide training, share progress
- Community of Practice: a peer-to-peer learning collaboratives
- Recruitment/ Staffing- very different job, requires a different skills set
 - Hire “connectors”, business backgrounds vs. social workers or care givers
 - *Training needed: Customized Employment* methodology and Systematic Instruction
 - Professionalize the job: ACRE certified trainings, CESP test
 - Re-write job descriptions- require community sites, shift the focus “inside”
- Share successes (written from the perspective of all parties, at all levels)
 - CA’s data dashboard, NH posts Provider information and outcomes
 - WorkLink’s Wall of Fame

Promising Practices: Re-purposing “Day Services”

- *Day Services hours are growing nationwide*
 - Seen as an alternative to work, an option for people “not interested in working”
- Services should be used to support community inclusion, CIE and the placement process
 - Discovery and exploration
 - Building skills and confidence in community settings
 - Augmenting part-time work schedules in meaningful ways
 - Connect people to friends and community beyond work



SERVICE TRANSFORMATION

Making change within Provider Agencies

Meaningful (adj.): full of meaning, significance, purpose, or value; purposeful; significant: *a meaningful choice*

- *Dictionary.com*

Meaningful Services

- Integrated, connect people to friends and their communities
- Person-centered, individualized, customized, self-directed
- Purposeful, meaningful, goal-oriented
- Employment-focused
- Comprehensive, wrap around supports
- Flexible, responsive to changing situations

Meaningful Services lead to Meaningful Outcomes

- Increased independence
- Improved self-confidence and stamina
- Job Placements that match skills and interests
- Financial stability
- Connections & friendships (beyond paid staff)
- Happy, fulfilling lives

It is about Teaching Skills, not “Outings” or “Field Trips”



- Person-centered, individual schedules
- Goal-oriented: what does the individual need to learn?
- Routine, weekly schedules
- Multiple visits = opportunities to truly learn (repetitive practice)
- Systematic instruction
- Data collected/progress measured

Getting from Principles to Practice: Provider Transformation

- Braid/blend services
- “Re-purpose” *Day Services* to support employment outcomes and community inclusion
- Identify the what’s working - how do you scale this up?
- *Value Stream Mapping*- create a road map for change
- Develop an *Implementation/Action plan*- Plant some flags- set clear goals, post them on the wall
- Tap federal, state and local resources

Build a Transformation *Team*

- Recruit from all levels of the organization (leadership, management, direct service personnel, families, funders...)
- Plan, coordinate and manage transformation efforts
- Give them time and room to work, create a “free space” for brainstorming
- Embrace a “throw the flag”/“bring out your dead” mentality
- Provide training and resources and build a community of practice



Promising Practices: Provider transformation

- Send a new message- appeal to the “emotion”
- Value Stream mapping
- “Map community resources. Plot people served. Where are services needed?”
- Pilot with a small group- but ramp up quickly (critical mass is important)
- Pioneers”, “wait-and-see’s” and “I’ll never go” – work with the willing
- Look for creative ways to fund transformation efforts. Do not outrun your funders
- Cost savings on transportation expenses and re-purposing facilities- redirected to staffing/resource development (VT)
- Share your success

VALUE STREAM MAPPING

A Lean tool for clarifying change and instilling hope

Value Stream Mapping

a road map for service transformation

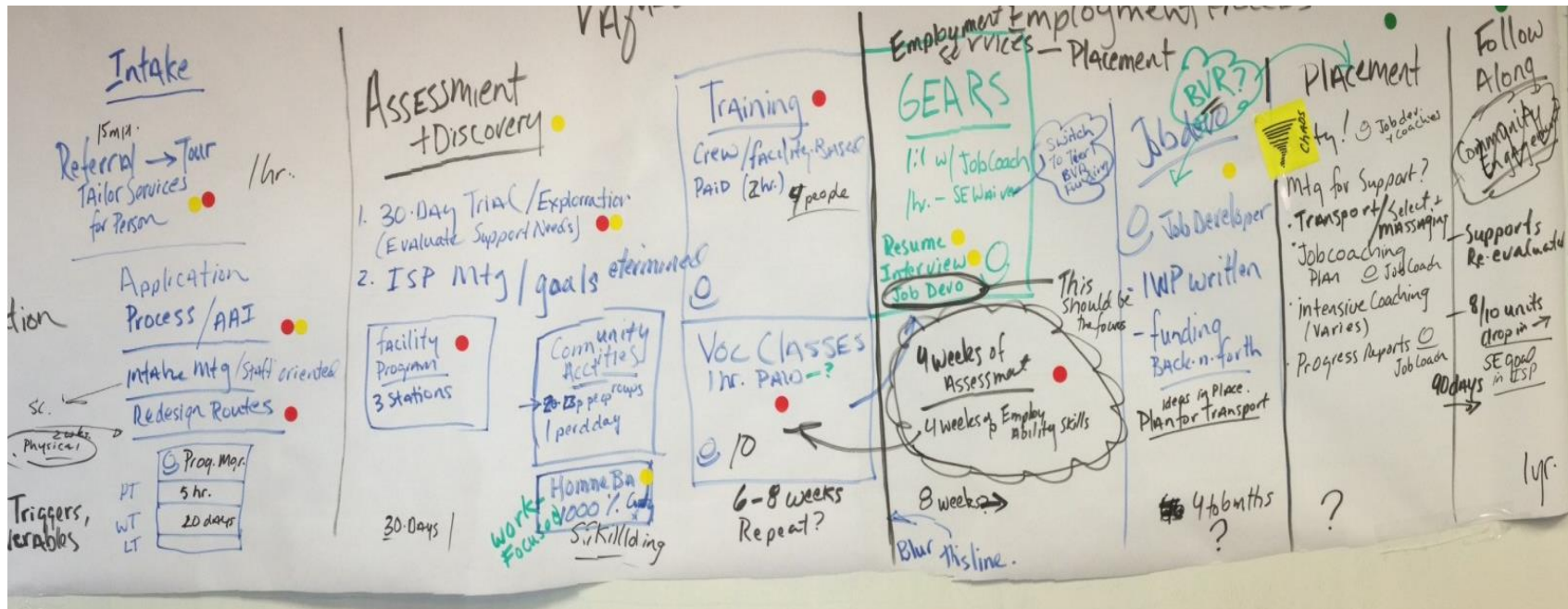
- Inclusive, empowering process- includes leadership, administration, management, direct service personnel and individual/families
- Looks at the entire process from the perspective our customers
- Outlines and analyzes current service processes/method - what is contributing? What is not adding value?
- Identifies “bright spots” and shifts focus: What do our customers want? What are we doing right? How can we do more of this?
- Develops a Future State map and an Implementation/Action Plan. What would services look like in a perfect world?

Why Draw Maps?

- Makes it visual- to fix problems it helps to be able to see them
- Looks at an entire process, start to finish
- Service process is nebulous, helps define value-adding activities/steps
- How is the work done now? Standard ways? What is/isn't working?
- Shifts perspective and focus: from “programs” to “customer”, creating an individualized, person-centered service model
- Identifies underutilized use of resources and inefficient processes
- What should we stop doing? What do we scale up? Where are the gaps? What's a better way? Where do we start?




Current State Map

“Messy” is OK. This is a discussion platform- not a work of art.



Future State: a *Road Map* for change



-  Process step
-  Product/Outcome/Trigger
-  People

Example: Implementation/Action Plan



Headwaters, Inc.
Empowering Lives

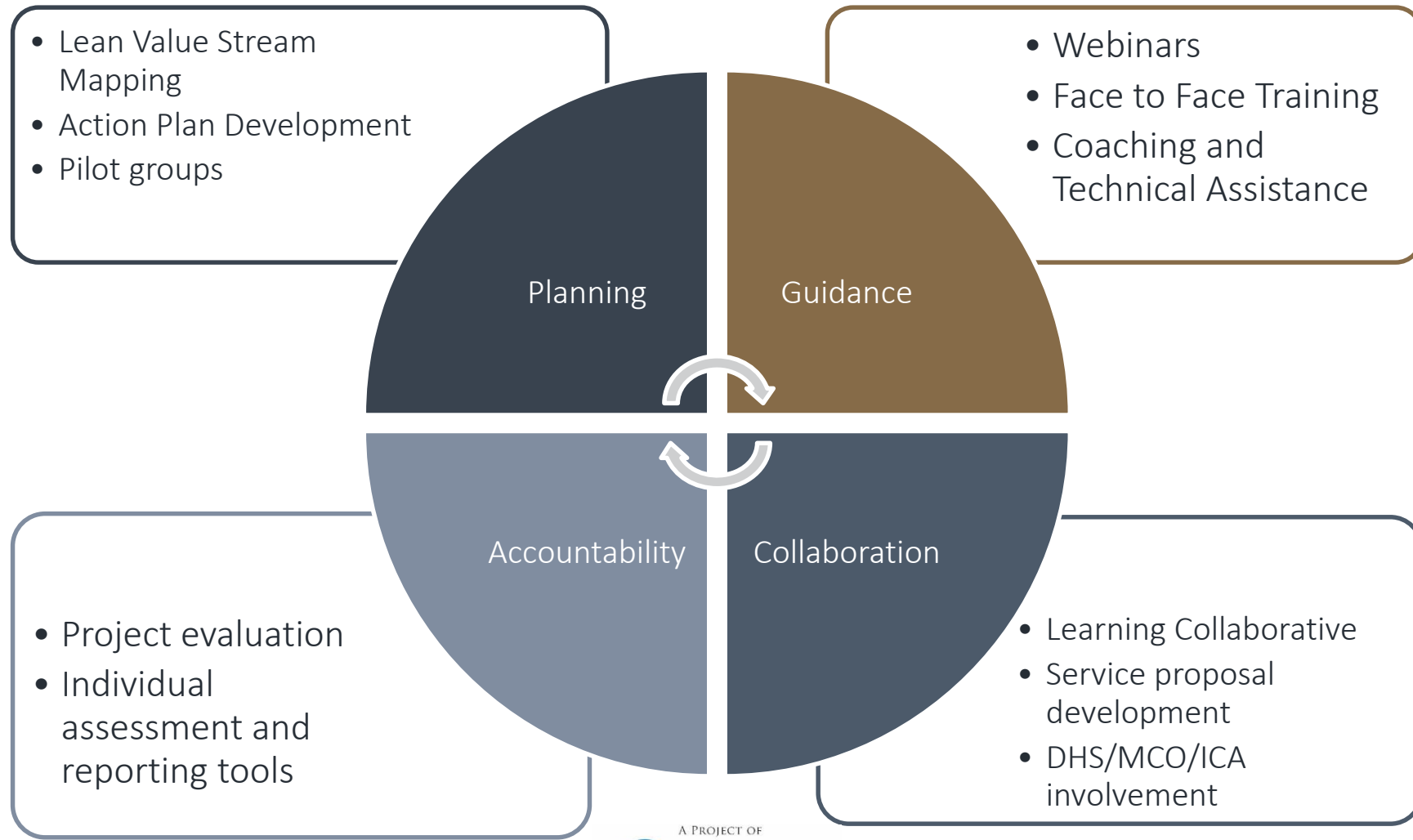
BFL Action Plan & Timeline

1. Educate/Inform People and Families			
Activities	Person Responsible	Target Date	Notes/Status
1.1 Meet with family members to talk about community based services, and specifically community based employment	Jenny	Starting 5/10/16 and ongoing, with at least 1 more series of meetings before 9/30/16	A series of 4 meetings were held with family members of individuals who are served by Headwaters. At these meetings, we discussed the expectations that people with disabilities need to be in community based services, and especially community based employment. There was an Employment First Ambassador at each of the meetings who told about their employment experience, and about why working in the community is important to them. We will hold another series of these meetings to continue to educate families.
1.2 Meet with individuals served by Headwaters to talk about community based services, and specifically community based employment	Jenny, Deanna, Katherine and Sheila to take the lead	Will meet with all individuals served at least once by 9/30/16	Hold small meetings with all of the people we provide services for, to talk about community services, and community employment.
1.3 Meet with staff to communicate what we're doing	Jenny with Program Managers- Deanna, Julie, Katherine, and	Ongoing, with at least 2 more	These meetings will include a review of our activities and progress, and there will be opportunity to ask questions and provide feedback.

Headwaters, Inc., Rhinelander, WI



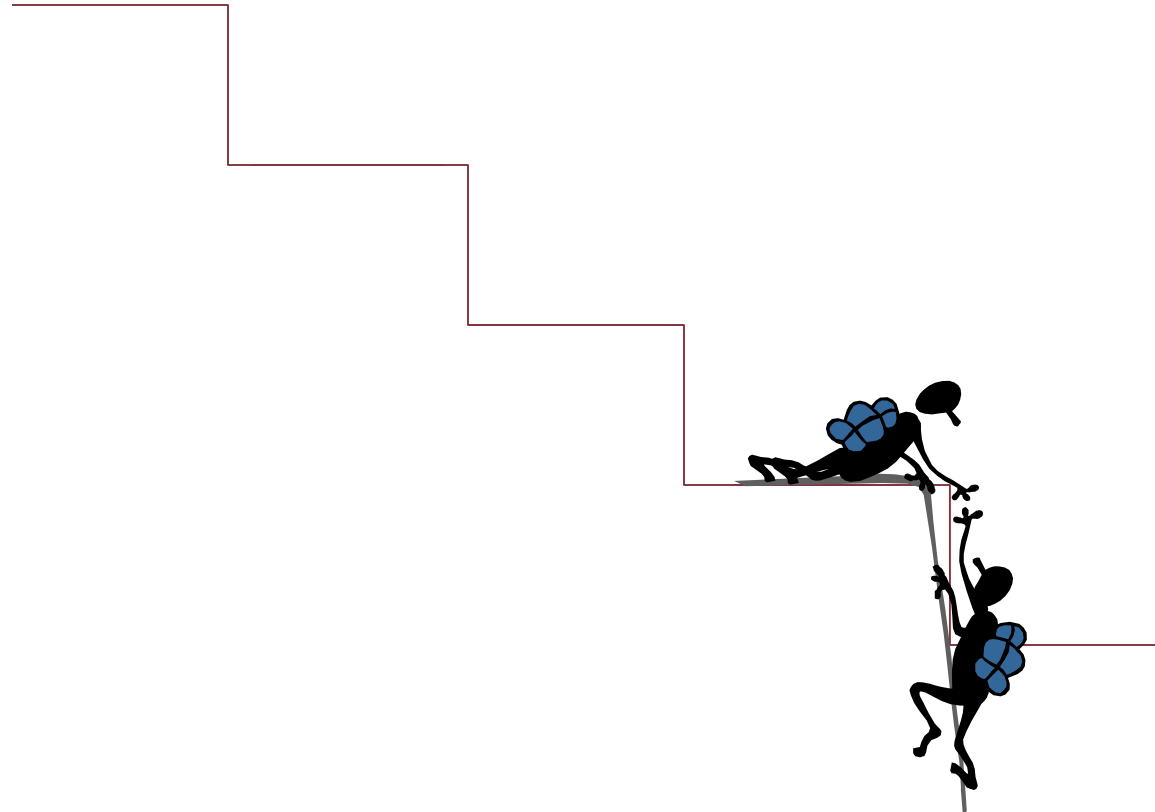
Wisconsin's *Building Full Lives Project*



Building Full Lives Project

- 5-years of funding from Wi-BPDD. RFP process, selects 4 new providers annually
- In its 3rd year- 14 providers currently participating
- Employment Outcomes are increasing! The stories are heartwarming.
 - CIE outcomes increased at all first and second year sites.
 - Sites are moving away from center-based services.
 - Easterseals NE/Wi and Threshold closed their workshops within 2 yrs. Goodwill (Milwaukee) has set a goal of 2020.
 - Headwaters- In 2 years, the program moved from 23% to 83% community participation

Service Transformation is not a quick process. One step at a time.



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Additional Resources

ODEP's Employment First State Leadership Mentoring Project Community of Practice Webinar Series: Service Transformation

Turning the Queen Mary: Service Transformation in Large Agencies

Sara Murphy & Kurt Smith

https://econsys.adobeconnect.com/_a968322745/pehsusvgjlyc/?launcher=false&fcsContent=true&pbMode=normal

Registration Link for Future CoP Webinars:

<http://econsys.us6.list-manage.com/subscribe?u=29aa515bd6e4d1a3e196930b4&id=63a8e8be13&subscribe>