Years and Ticking
HCBS Integrated Settings Timelines
Reset but Still Running

Robyn Hoffman
Steve Dawes
CMS Grants 3 Year Extension

What does that mean for you?

2019 ➔ 2022
What it doesn’t mean!
What it definitely doesn’t mean!
This is still a sprint to beat the clock!
Transition from Facility-based to Community-based Services takes Organizational Transformation

Which takes WAY more time than anticipated
What We’ve Discovered in the Oregon Transformation Project

We have so much time and so little to do. Strike that, reverse it.

—Roald Dahl
Where is your organization in the race toward Transformation?

Starting line? Lap 1? Lap 2? Lap 3? Approaching the finish?

What made you choose that point?
What Is Transformation?

A process of change from facility based to community based service delivery – in this case to competitive, integrated employment.

A cultural change
• Re-thinking
• Restructuring
• Re-branding
Competitive, Integrated Employment

- A job that is typically found in the community
- Affords significant interaction with co-workers, customers, vendors, etc. who do not have disabilities
- Wages & Benefits at least minimum and commensurate to position
- Presents opportunities for advancement
States cannot comply with the rule simply by bringing individuals without disabilities from the community into a facility based setting; compliance requires a plan to integrate individuals into the broader community.
Transformation is ...

A culture change that affects:

- Organizational structure
- Business model
- Staff development – recruitment and training
- Internal and external stakeholders
- Rebranding what the organization does
- Governance: re-thinking board role/involvement

And Requires:

- Commitment
- Investment
- Clear and frank communication
For Many People
Change is a Bit Like Grief

Kübler-Ross Grief Cycle

- Denial
  - Avoidance
  - Confusion
  - Elation
  - Shock
  - Fear

- Anger
  - Frustration
  - Irritation
  - Anxiety

- Depression
  - Overwhelmed
  - Helplessness
  - Hostility
  - Flight

- Bargaining
  - Struggling to find meaning
  - Reaching out to others
  - Telling one's story

- Acceptance
  - Exploring options
  - New plan in place
  - Moving on

Information and Communication  Emotional Support  Guidance and Direction
Now where do you think your organization is in the race toward Transformation?
The Oregon Transformation Project

What We are Learning
Impacting Factors

Nationally
- WIOA
- HCBS Integrated Settings Timeline
  - Most integrated setting possible
  - Non-disability specific settings
  - Not reverse integration
  - No longer fund sheltered/facility-based employment 2019-2022

Oregon
- 2019 Timeframe in Rules
- Employment 1st – EO
- Front door closed 7-1-15
- Lane vs. Brown Class Action Lawsuit Settlement Agreement
  - Right to Integrated Supported Employment
- 1,115 Jobs
- Reduce Sheltered Workshop numbers at least 64%
- Fund Transformation
Oregon DHS Launched Transformation Project

- 2 Training and Technical Assistance Providers
  - WISE
  - Living Opportunities
- Phase 1 - Transformation Agencies
  - Group 1 – 14 Agencies
  - Group 2 – 11 Agencies
- Phase 2 – New Agencies & Continuing Agencies
  - Round 1 – 15 Agencies (5 new)
  - Round 2 – 6 Agencies (1 new)
  - Round 3 - TBD
TIMELINES

- **December 2014**: Project Launch – Phase 1
- **January 2015**: Group 1 Providers Start
- **July 2015**: Group 2 Providers Start
- **December 2016**: Phase 1 Grant Ends
- **February 2017**: Phase 2 Round 1 Providers Start
- **July 2017**: Phase 2 Round 2 Providers Start
- **TBD**: Phase 2 Round 3 Providers Start
- **December 2019**: Phase 2 Grant Ends
What We Discovered

What You & Your Organization Can Apply for Transformation
Eight Steps for Managing Change

John Kotter--Harvard Business School

1. Establish a sense of urgency

2. Form a powerful coalition

3. Create a vision

4. Communicate the vision

5. Empower others

6. Plan for and create short-term wins

7. Consolidate improvements

8. Institutionalise changes

Kotter’s 8 Steps for Managing Change

Articulate a powerful rationale and business case for change

Assemble a team with enough power & influence in the organisation to lead the change effort

Create a compelling vision of the future to guide the direction of the change

Use every possible vehicle to communicate the vision. Role-model new behaviours

Remove obstacles to the change. Change systems, or structures that undermine the vision

Continually articulate the connections between the new way of working and corporate success. Weave new corporate style / culture into leadership development and succession planning

Use credibility to change policies & procedures that don’t fit vision. Recruit and promote employees who can implement vision

Plan visible quick-wins. Implement and recognise and reward employees involved
Set the Stage

1. Create a Sense of Urgency
   - CMS – HCBS compliance by 2019
   - WIOA Regs
   - Lane v Brown metrics
   - Rate system designed for integrated jobs

“Tradition is the illusion of permanence”  W. Allen
Set the Stage

2. Put Together a Guiding Coalition
   - Powerful, influential group
   - Leadership and credibility
   - Communications and analysis
   - Authority to make and implement decisions
   - Steadfast on real change, acknowledge urgency
Decide What to Do

3. Clarify the Change Vision and Strategy
   - How will the future be different from the past?
   - What actions must you take to make the vision a reality?
   - How will your actions change your organization?
   - Develop a strategic transformation plan

At the moment of commitment the entire universe conspires to assist you. JW von Goethe
Make it Happen

- Get the right people on the bus – values, training, able
- Begin with the “willing”
- Relentlessly initiate step after step of the plan

Nothing will ever be attempted if all possible objections must first be overcome. Dr. Johnson
Don’t Let Up

4. Communicate – understanding and buy in
   - Individuals served
   - Staff
   - Families
   - Community partners – VR, Brokerage, CDDP, funders and donors
   - Business community – it is a new “you”

5. Empower others to act
   - Grow your coalition—beyond a tipping point
   - Remove barriers
Make It Stick

6. Don’t Forget to Celebrate!

- Create a culture of change—honest conversations
- Reinforce and reward
- Produce and celebrate short term wins
- Track progress -- collect and analyze data that matters
- Deepen your business relationships
- Celebrate wins continuously
Build Belief

“But not everyone can work in the community”
“That worked for you, but the people we work with have more significant disabilities”
“Only the easy people are getting jobs”

Change expectations
Barriers are an opportunities for creativity
Share successes
  - Peer 2 Peer
  - Voices from the Field
Connect with the people who are doing it
  - APSE
  - Peer organizations
  - Build your “Community of Practice”

Things that are perceived to be real are real in their consequences
(Thomas Dictum)
Informed Choice

“But the people I work with don’t want to leave the shop”

Take proactive steps to ensure:

- Information is provided about the benefits of integrated settings
- Visits or other experiences occur in such settings
- Opportunities to meet individuals working in integrated settings, their families and providers
- Opportunities to address concerns or objections raised by the individual or relevant decision maker
Re-Branding

“We’ve told people we were one thing for 40 years, now we intend to be something different.”

New Messaging
- Business language
- Revamping the social service image

Internally and Externally
- Individuals
- Families
- Our staff
- Donors and funders
- Business community
- Case Managers

Expediter at a Restaurant
Where is the Template?
“Just give me the directions”

No universal recipe for organizational change
- Different values and skills
- Different communities
- Should be driven by customers who want competitive jobs

Organic process -
No two Service Providers look alike
- Start where you are now
- Make a decision
- Set a timeline
- Keep moving forward
- Adjust as needed
- Celebrate your wins!

Working the Phones
Getting Stuck

- Resources drive values
- We must be competent swimmers before we jump in the water
- New referrals instead of people who have been waiting
- We can’t start until we know how to get a job for the person with the most barriers to employment
- Discovery is not the end product
- Sheltered workshops were once Paths to Employment
- Bad job matches lead to bad outcomes
- Is this respite or a job?
Jobs are for Everyone!
What Did We Learn

- Lack of commitment/belief resulted in lack of outcomes
- It took a long time to get the right people on the bus
- Lack of focus – staff got pulled away to cover
- Transportation - complex regardless of location
- Practical hands on competency training is needed
- Changing culture takes time—but must be done first
- Misperceived relationships with community partners
- Focused data collection and analysis
- Process lock
- Easy to slip back to old ways
Questions???

How Can We Help You Sense the Urgency & Create Your Own Transformation?
The Focus

A system that creates competitive, integrated jobs
The Clock is Ticking Down...
It’s Your Choice

or
Break into Groups

- **Starting Line** - What will you take back to your organization to get moving and not stop?

- **Lap 1** – What you take back to your organization to start picking up the pace?

- **Lap 2** – What wins can you celebrate and strategies you can change?

- **Lap 3** – What can you do to make the changes you’ve made a part of your culture?

- **Finish Line** – What can you do to help others along on their journey or tackle related issues (ie. transportation)?
How Can You Help Transform the System?

- Transportation
- Interagency Collaboration
- Rates
- Data Management
- Policy

- Available Services
- Rules
- Training
- Technical Assistance
- Labor Shortage
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