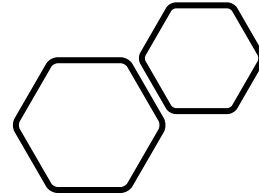


Provider Agency Transformation: Strategies for Putting Employment First in Your Organization



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Ways We Belong

Work

SWIMMING

GARDENING

LUNCH WITH FRIENDS

GOING ON VACATION

ART CLASS

COOKING CLASSES

COLLEGES COURSES

WORKING OUT

PLAYING BASKETBALL

MAKING DINNER

GOING TO A CONCERT

Willingness to try

Learning Objectives



Understand the intersection of Employment First and HCBS Settings and how it connects to opportunities for ALL to explore competitive integrated employment



How to implement key elements of the Discovery process to inform and explore opportunities for employment and building relationships and community.



How to build capacity of direct support professionals and connect lived experiences with increased meaningful community integration and opportunities for employment.

Elements of Successful Provider Transformation

From the NEON Provider Assessment
Guide

- I. Leadership
- II. Customer Focus
- III. Operations
- IV. Workforce Development
- V. Results, Measurement, Analysis, &
Knowledge Management





I: Leadership

- Defining the “Why”
- Building the Team
- Communicating with Stakeholders
- Engaging & Enlisting Stakeholders
- Branding, Marketing, and Public Relations
 - *Mission Statement*
 - *Vision Statement*
 - *“Elevator Pitch”*
- Developing Strategic, Business,
and/or Transformation Plans
- Planning & Assigning Next Steps



II: Customer Focus

- Intake and Person-Centered Planning
 - *Does your organization discuss Competitive Integrated Employment (CIE) as the first service choice during intake?*
- Person-Centered (and Driven) Services
 - *Does your agency use a Person-Centered Planning tool and, if so, how?*
- Community Life Engagement
 - *Does your agency provide other community-based services in addition to career development?*
- Benefits Management
 - *Does your agency support individuals in benefits planning, and in accessing person-driven and career-building resources?*

III: Operations

- Service Operations
 - *What types of services does your agency provide, and to how many people?*
- Transition Services
 - *Does your organization work with local school districts to facilitate CIE-driven transition for youth?*
- Agency Operational Focus
 - *List referral and funding sources, and the extent to which those funders support and encourage CIE-driven services.*
- Development
 - *Current/potential funding from sources other than employment service delivery.*



IV: Workforce Development



Current Staffing

What are the skills, competencies, and professional focus of your agency's current staff, and the overall staffing structure?



Recruitment

Who and how do you recruit to full staffing and talent needs?



Onboarding

How are the Mission and Vision of your agency in relation to CIE described to all new hires?



Training

What is the training protocol and content for new staff?



Data Collection, Analysis, & Measurement

What data is collected at various organizational levels?

V: Results, Measurement, Analysis & Knowledge Management

- Quality Assurance, Satisfaction, & Performance Measures
 - *How is data collected and used within the agency?*
 - *How will data be used to measure the effectiveness of transformation, and to course-correct as needed?*
- Agency Accreditation
 - *Is your organization accredited by a recognizable external sources (CARF, ACRE, etc.)?*
- Funder Quality and Compliance Surveys
 - *How do funders review the quality of your services, and what have been the recent outcomes?*



What is person-centered thinking, planning and practice?

Person-centered thinking focuses language, values, and actions toward respecting the views of the person and their loved ones. It emphasizes quality of life, well-being, and informed choice.

Person-centered planning is directed by the person with supporters they choose. It is a way to learn about the choices and interests that make up a good life and identify the supports (paid and unpaid) needed to achieve it.

Person-centered practices are present when people have the full benefit of community living and supports are designed to assist people as they work toward their desired life goals.

Foundational Values/Definitions

Competitive Integrated Employment (CIE):

The Workforce Innovation and Opportunity Act (WIOA) defines competitive integrated employment as work that is performed on a full-time or part-time basis for which an individual is: (a) compensated at or above minimum wage and comparable to the customary rate paid by the employer to employees without disabilities performing similar duties and with similar training and experience; (b) receiving the same level of benefits provided to other employees without disabilities in similar positions; (c) at a location where the employee interacts with other individuals without disabilities; and (d) presented opportunities for advancement similar to other employees without disabilities in similar positions.



Foundational Values/Definition: Lived Experience

Lived Experience: personal knowledge about the world gained through direct, first-hand involvement in everyday events rather than through representations constructed by other people. It may also refer to knowledge of people gained from direct face-to-face interaction rather than through a technological medium.

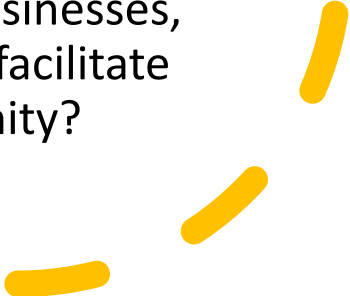
Foundational Values/Definition: Discovery Process

Discovery is the foundation for securing customized employment. It is a qualitative process aimed to better understand job seekers by understanding their strengths (potential contributions to employers), their needs (the features that need to be in place for success), and their interests (providing a direction to the type of work that the individual wants to do).

Foundational Values/Definition: Customized Employment

Customized employment is a process for achieving competitive integrated employment or self-employment through a relationship between employee and employer that is personalized to meet the needs of both. It is a universal strategy that benefits many people, including people with disabilities who might not have found success through other employment strategies. In 2014, customized employment was included in Title IV of the Workforce Innovation and Opportunity Act (WIOA) as a strategy under the definition of supported employment.

HCBS and the expectation to provide opportunities for CIE

- Opportunities for meaningful non-work activities in the community for the period of time desired by the person?
 - Opportunities for individual schedules that focus on the needs and desires of a person AND an opportunity for individual growth?
 - Opportunities for people to get knowledge about information including competitive work, and other opportunities outside of the setting?
 - Is the setting located near retail businesses, restaurants, and other places that facilitate inclusion with the greater community?
- 

What is Customized Employment ?

Stands on shoulders of
Supported
Employment

Not a service or
program... it is an
approach

Individualization
required: not group-
based

Negotiation & Job
creation using
Economic Dev
Strategies

Based on Discovery,
not Vocational
Evaluation or Testing

Ideal conditions for
employment and
vocational themes are
foundation for Job
Development

Benefits of a Customized Approach

- Especially effective for Individuals with Complex Support Needs
- Applicable to anyone, with any disability, seeking employment
- Circumvents comparative elements of Competitive Hiring
- Relies on natural relationships, supports, training
- Leads to broader range of outcomes: wage, resource ownership, or self-employment

Discovery

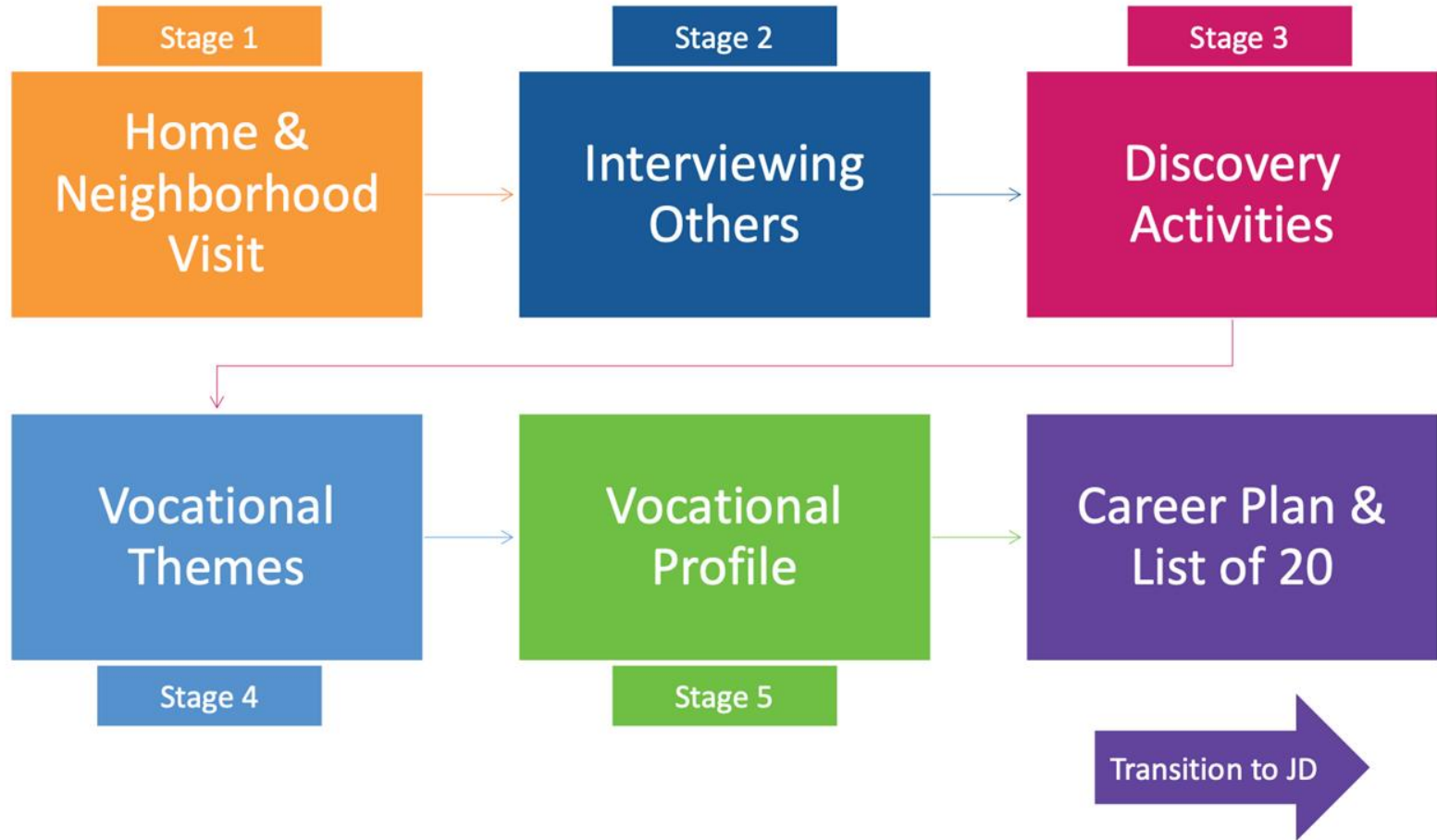
- Is about Doing...
- Is about capturing important information about Contributions
- Is about relationships and connecting to people with like interests
- Is about understanding IDEAL Conditions of Employment
- Is about the COMMUNITY AND the JOB SEEKER!



Discovery

- Answers the question
Who is this person?
- Does NOT suggest
what job would be
best for this person.
- **YOU CAN'T FAIL
DISCOVERY!**





If we go through Discovery
and don't learn anything new about a
person,
we haven't really discovered anything



Customized Employment Discovery Activities

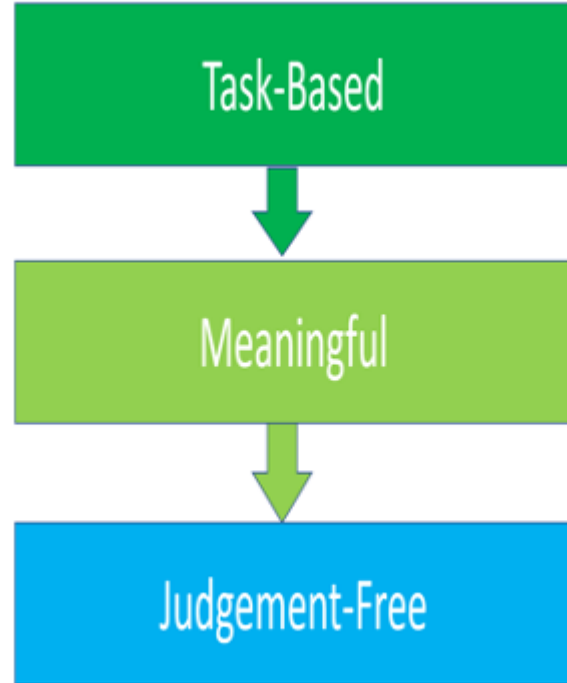
No pre-arranged sites

Do not evaluate performance against standards

Create opportunity and support when needed

Create an opportunity, where none exists

Helps you and the job seeker to know your community and to build social capital





Community and Relationship Mapping

.Building a catalog of community resources and understanding relationships helps create options for

- . Discovery
- . Customized Job Development
- . Strengthening a person's membership in their community

5 AREAS OF
COMMUNITY
RESOURCES

PEOPLE

ASSOCIATIONS

INSTITUTIONS

CIVIC RESOURCES

BUSINESSES

PEOPLE

People are the most important community resource.



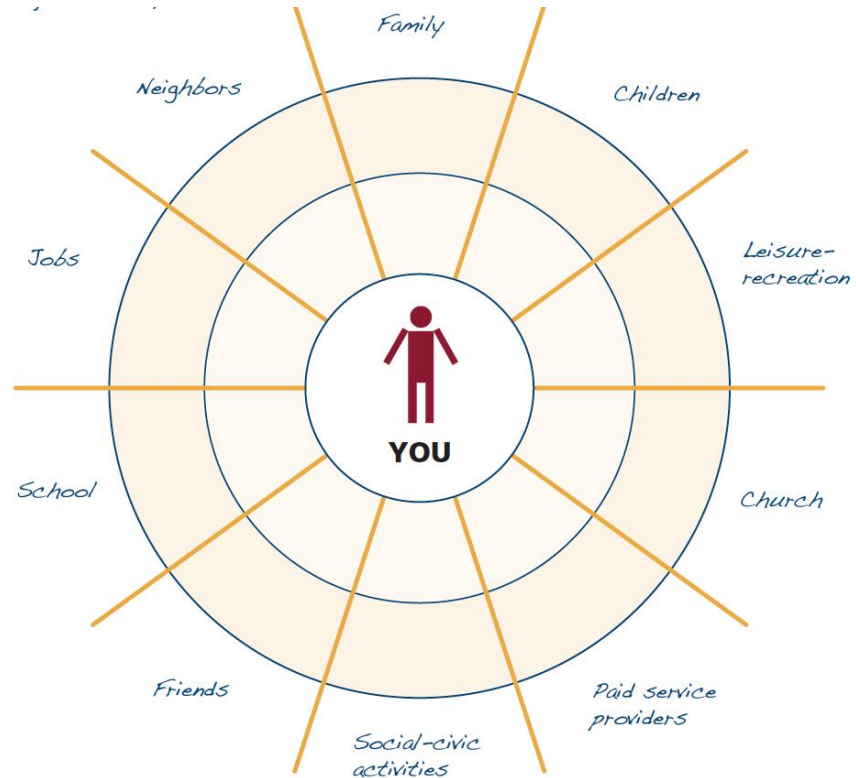
During initial conversations with the jobseeker and team members, make sure to note every person that is mentioned and briefly inquire as to their relationship with the job seeker. If it makes sense, you may involve them later in the Discovery process.

TYPES OF RELATIONSHIPS

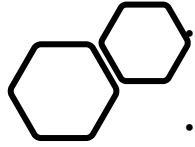
- Personal
 - those we have with people because we want to, because we like someone
- Functional
 - those we have with people for a reason, there is a specific function in the relationship



Relationship Map



Josh



At age 14 met at the dog park

- Started walking dogs (1st job) and still walks dogs
- Served his church on a mission building furniture
- Volunteered at Rescue farm for a year
- Hired as animal educator, caretaker and makes repairs around farm
- Self advocacy work



ASSOCIATIONS

Groups that are less structured and often run by volunteers.

Associations may be social/recreational, business/professional, or educational in nature and can develop around specific/common interests related to neighborhoods or special events.

Many people belong to associations/clubs as part of their everyday community lives.

Associations provide clues to a person's interests, commitments, social consciousness and relationships.



INSTITUTIONS

Usually located in buildings-

Formal groups/organizations-

Schools, churches, government agencies, and hospitals

CIVIC RESOURCES



Subsets of Institutions.



Typically, these are connected to an institution but have a unique function or focus.



Examples include: Parks and Recreation, Street Department, Public Transportation, Utilities, etc.

BUSINESSES



Places of employment within a community.



Includes employers of all sizes, including small home-based businesses that may not be clearly marked or identified.



Develop Community Memberships

- Chamber of Commerce
- Women's Business Groups
- Knights of Columbus
- Sewing Club
- Culinary Services Groups
- Adult Education
- Local Volunteer clubs and service

Strategies/Considerations to strengthen next steps

1. In familiar places, who is the person already connected to? Where can the relationship be strengthened?

- Who are the friendly, hospitable, outgoing, accepting people? Start to get to know them! What would make sense to ask them to do, to get to know the person better? To visit? To have coffee after church or during a natural break time during an event/activity?

2. Who would appreciate this jobseeker's gifts, endearing traits?

- Where can you find an interested person,
- What type an environment would these talents, gifts and traits be most likely to be appreciated?

Strategies/Considerations to strengthen next steps

3. Identify Associations and Clubs

4. Where in the community are people engaging in this jobseeker's interests?

5. What places in the community are hospitable and welcoming?

6. Where can this person fit in just the way they are?

7. How good of an opportunity is there to get to know community members?

8. What is doable? Is the jobseeker interested in trying it out? (If someone has indicated they are not a morning person- do we seek opportunities at 6 am?)

9. Do you or someone you know (or in jobseeker's circle of support) have a good connection somewhere already?

How can I become a better Community Connector?

1

Genuinely see the person as their contributions, talents and strengths.

2

Look for opportunities rather than limitations

3

Seek “people” rather than “activities”- Ask the question, “Who might they get to know there?”

How can I become a better Community Connector?

4. Try to find resources/opportunities

- Do you know where to find it? Who would you ask?
- Finding Resources takes REAL networking!

5. Find the “right” person

- Who are the “leaders”?
- Who can help get the person familiar, and be the bridge-builder within that group/opportunity?

How can I become a better Community Connector?

6. Become an “asker”

- Identify the right person to ask
- Courage (Getting out of your comfort zone)
- Becoming connected often means trying something new

7. Consider both parties!

- How is the community member feeling about their experience in getting to know the person? What about the person you are supporting?

8. Be persistent!

- It may take going to more than one or two groups to find the right fit.
- You may have to make multiple calls/contact efforts

9. Develop a “community” sense

- How might the community members see things?

How can I become a better Community Connector?

10. Be aware of ableist actions

- Be aware of microaggressions that “teach” others (example- presuming incompetence, pushing someone’s wheelchair without asking, baby talk, not giving processing time, etc)

11. Get advice from community experts

- Conduct informational interviews with passionate people about an interest to generate activity ideas

12. Implement What you Learn

- Keep trying, one experience does not build a relationship or reveal emerging patterns

13. Learn something new

- Try to learn something new Every Day!

What about??

Potential Barriers

Potential Solutions

Data? Outcomes?

- Individualized- One person at a time
- Ex. Policy or process may reflect the overall approach and structure, but documentation and the work must reflect person driven practices, and connection to strengths, interests, preferences and emerging skills and tasks.
- Discovery is a no fail process- Even if a person does not jump right to employment, we can implement what is learned to foster connections and build opportunities.
- Key Takeaway: Saying your doing Discovery and Exploration isn't enough. Opportunities to learn the process and support people through it brings value in many ways!
- Profiles that include photos, experiences, valuable quotes are all meaningful to develop and build upon.

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