

Oh Yes I Can Work!

Making the Case for Competitive Integrated Employment

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Phoenix, AZ

Training Agenda

- Goal is to encourage Buy-in and Support for Arizona's *Employment First* initiatives and *Community Integrated Employment (CIE)*
- Discuss the fundamentals of changing minds and encourage new behaviors
- Look at how to apply these principles to our various stakeholders
- Share promising practices from other states
- “Stakeholder” groupwork
 - Evaluate current messages and methods now in place in AZ.
 - Identify some of AZ's “Bright Spots” and effective practices; and not so effective practices
 - Brainstorm new ways to “message EF and CIE” and “encourage change”
 - Report out to group
- Q&A
- Wrap up (CEU's and surveys)

Employment First

- EF initiatives and CMS settings rule, DOJ and the DOL support, WIOA – the push is for *employment* and *integration*
- We have support for community employment and inclusion, interagency collaboration at all levels
- We have effective tools and strategies
- We know this works

the
time is
now

Arizona's *Employment First* *Executive Order*

“Opportunity for all means that everyone in our society has the opportunity to get a job and participate in the workforce....this executive order focuses on empowering all Arizonans, and our hope is that it will mean more and better jobs for individuals with disabilities.”

Governor Ducey
November 15th, 2017

The Focus of Employment First Initiatives

- Establish new policies/procedures that encourage and support CIE
- Increase collaboration between state agencies, crosswalk and streamline state services for people with disabilities
- System change and service transformation:
 - Revising service definitions
 - Realigning funding and rates
 - Providing guidance and training for service coordinators
 - Supporting service transformation efforts within provider community



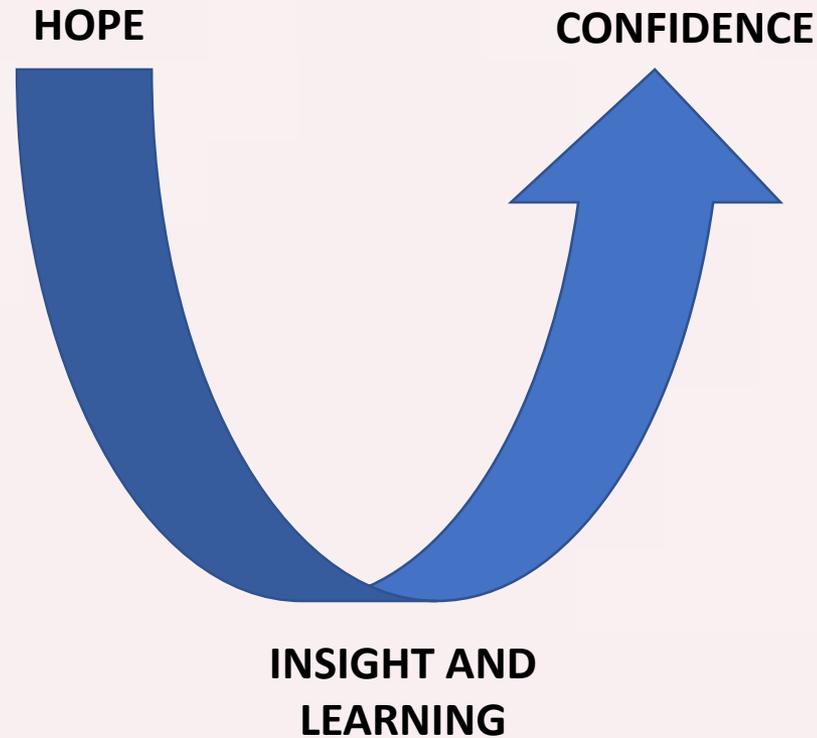
Our goal is to build a flexible, person-centered service system that is focused on employment and community inclusion for people with I/DD.

Gaining Buy-in for Change

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

- Chip and Dan Heath

The “Change” Mind Set



*Courtesy of
Tim Brown, IDEO*

Build a Foundation for Making Change

- Engagement, input and buy-in
- Understanding, transparency, collaboration
- Planning and a clear road forward
- Ability/capacity/resources



Gaining Buy-in and Making Change: *The Do's*

- Appeal to the emotion and be mindful of your audience
- Engage all stakeholders- early
- Focus on *solutions*- not *problems*. What's working? How do we do more of this?
- Provide training and step by step instructions. What looks like resistance is often a lack of clarity.
- Toe-in-the-water (Shrink the change)
- Knowledge doesn't always change behavior: Shape the path, start small, "carrots and sticks"- only sometimes
- Admit that this is a process that includes failure and learning

Gaining Buy-in

Messaging Employment First and CIE

Elements of an Effective Message

- Tailored to your audience
 - Their perspective, their concerns
- Appeal to the emotion: Why is this right (or wrong)
- Educate people on methods, supports and resources available
- Show - Don't tell
- Use *peers*, not professionals

Who is Our Audience?

- State Agencies
- Regional Staff & Service Coordinators
- Service Providers
- Individual and their Families
- Employers



All Stakeholders see the issue differently. Our messages must be tailored to address each group's perspectives.

How do these stakeholders view *Employment First* and *Community Integrated Employment*?

Appeal to the Emotion

Why do people go to work?

Why does what is in place today need to change?



vs.



Reframe How We See Our Services and Roles

- Services and supports, not programs
- Facilitators and teachers, not care takers or cruise directors
- Pre-vocational services are for teaching employability skills, it is not a job, it is not about production quotas
- Re-purposing Day Services, no longer social outings or field trips. Discovery and skill building

Reframe “Disability”

- *Employment* is not about what is aberrant or broken, or what needs fixing- It is about adding value
- *We need to see Disability* as “Human Variance” and focus on a person’s skills and gifts
- Our language, marketing materials and services need to focus on *Skills, not Deficits*

*If we don’t believe people can work,
why would anyone else?*

Focus on Solutions, not Problems

- What are Arizona's "bright spots"?
 - Look at how they are doing it and why they are successful
- Incorporate what you are learning into state policy, guidance materials, marketing materials and trainings
- Find your *pioneers, innovators, big thinkers*. Bring them into the discussion
- Showcase successful efforts

Buy-in Doesn't Always Change Peoples' Behavior

We are creatures of habit

Carrots and Sticks?

Studies have shown that *respect, purpose* and *autonomy* lead to better outcomes than Extrinsic Incentives- or disincentives



Effective Ways to Change Behavior

Shape the Path



Shrink the change



Peer Pressure- Rally the herd



Gaining Buy-in: State Agencies

Set the stage and blur the lines

State's Role in Creating a New Mindset

- Promote Employment First through policies, realigning funding, and revising waiver services, guidance and processes
- Carry the *Employment First* Flag for Arizona
- Collect and report data on CIE
- Expand provider capacity
- Showcase the state's efforts and quality services



Shape the Path: Set the Stage, Realign Waivers & Funding

- Presumption of employability for all
- Focus on career planning, placement and advancement
- System needs to be flexible and responsive (Braided Services. hourly service rates)
- Individualize services, staffing ratios must be small
- Encourage fading of provider supports
- MOU's, blueprints and blend funding (Education, VR and waiver services)

Shape the Path: Re-writing Waivers and Funding Realignment

- Establish “Pathways to Employment” community-based services
- Pay for outcomes desired (CIE, CE placements, hours worked), not services provided (outcome-based milestones vs. fee-for-service)
- Outcome-based, milestone payments
 - Results and best practice is rewarded vs. a “fee-for –service”
- Tiered rates based on level of disability, length of employment and outcomes

Braidable Services are Critical

- Connections between VR, DDD, Workforce System. State-level MOU. But, are services braided, cross-walked at the local level?
- Waiver Redesign: How can services be braided? Are service coordinators aware? Is there local provider capacity for these services?
- Do waiver services promote pathways to CIE and can Service Coordinators “braid” multiple services?

Other Promising Practices

- A *Designated* “Employment First Coordinator” (or department) charged with improving employment outcomes and supporting service transformation
- Establish a peer-to-peer Community of Practice, conduct “Employment Summits”
- Provide State resources for trainings and service transformation grants
- Include “Discovery” and work-based experiences and internships in transition curriculum and waivers service definitions
- “Employment Collaboratives” (MA), partnerships with providers, Provider does “discovery”, Emp. Collaborative does placement, Provider then does job coaching & follow alongs

Gaining Buy-in: Regional Offices

Where the rubber meets the road

Case Management and Service Planning: The Gateway to CIE

- Service Coordination is a complex job.
- Must see the ISP process as more than brokering services and cutting checks
- Employment must be treated as the *First Priority* for adults
- Must be trained to alleviate concerns fears and misconceptions about *Integration and Employment*
- Service Coordinators should be held accountable for client progression

Encouraging *Integration and Employment*

- DOJ (2011) case manager role is to encourage employment and address concerns– not “neutrality”
- “No, thank you” is the start of the conversation, not the end
- Waiver Redesign: creates a pathway process
- Revise policies and procedures to promote CIE

Ohio Employment First’s *Guide for Policy and Procedure Development*.

http://www.ohioemploymentfirst.org/up_doc/Employment_First_Policy_Guide_7-31-14.pdf

Encouraging Competitive Integrated Employment (CIE)

- How and when is the “WORK” “question being asked?
The earlier the better
- Who is the best person to present this idea to the individual and families? It requires:
 - Expertise and knowledge of CIE and local employment services
 - Ability to address concerns and perceived barriers
 - Materials that demonstrate successful outcomes
- Is there a process in place to document and address concerns
- *Exposure proceeds Interest- - AND informed choice*
- Ohio’s waiver re-design: *Where are you on the pathway to CIE, a 1,2,3, or 4?*

Service Coordinators Must:

- Focus is on the person's goals- not a provider's menu of services. Goal is not to “find a slot available”
- Drive provider transformation (in a polite way):
 - “Here is what is requested. Can you provide it? Can you support this goal?”
 - “If not, why not? What is needed? How can the county help?”

The Division's Regional Offices can play a “leadership” role in building the capacity of the local provider community

Regional Level: Spearheading Change

- Create a *Employment First* Taskforce to focus on local issues and conduct Employment First Summits
- Provide an “Employment Facilitation Services”
 - Family trainings/Service Navigator
 - Benefits Analysis (WISA)
 - Self-advocacy/self-determination
- Build provider capacity by funding trainings or providing stipends or CIE incentive payments
- Collaborate with the State’s EF efforts- communicate success and challenges in your county.

Other Creative Ideas, Effective Approaches

- Identify high performing, “employment focused” case managers. What were they doing that was different? Develop a State-wide Peer-panel training for other CM’s. Added “experience in employment” to the qualifications for case manager positions (WI)
- Merit raises for Case Manager’s who help people go to work. Tying placement % to annual evaluations and compensation (WI)
- Re-prioritize ISP procedures and forms- *Employment* is the first topic of discussion at all Adult ISP meetings (IA)
- Establish an ***Employment First team***- demonstrates a true commitment to making it happen (OH)

Gaining Buy-in: Service Providers and Direct Service Staff

Plant the Flag and Rally the Heard

Resistance or Lack of Clarity?

- *Supporting Community Employment* is a completely different approach from site-based programming
- Engage in process
 - EF taskforce, Service Transformation, Waiver re-design discussions
- Employment Summits, Community of Practices
- Provide trainings and guidance
- Provide tools/resources for evaluating services: essential elements and best practice

DSP's: Get the Right People on the Bus

- Very different job, requires a different skills set
- Hire “connectors”, business backgrounds vs. social workers or care givers
- Re-write job descriptions: *Community Instructors* and *Employment Specialists*
- Include goals in *Annual Reviews* that reflect community & employment outcomes you want to see

Restructure Services and Processes

- Shift the focus to discovery and community instruction
- Make the “inside” look like work
- Reframe: Skills, not deficits
- Repurpose day services
- Revisit Program Design: braided services, blur the lines
- Value Stream Mapping: build a road map for change
- Include DSP’s and families on team
- Visit programs that are doing it
- New location needed?

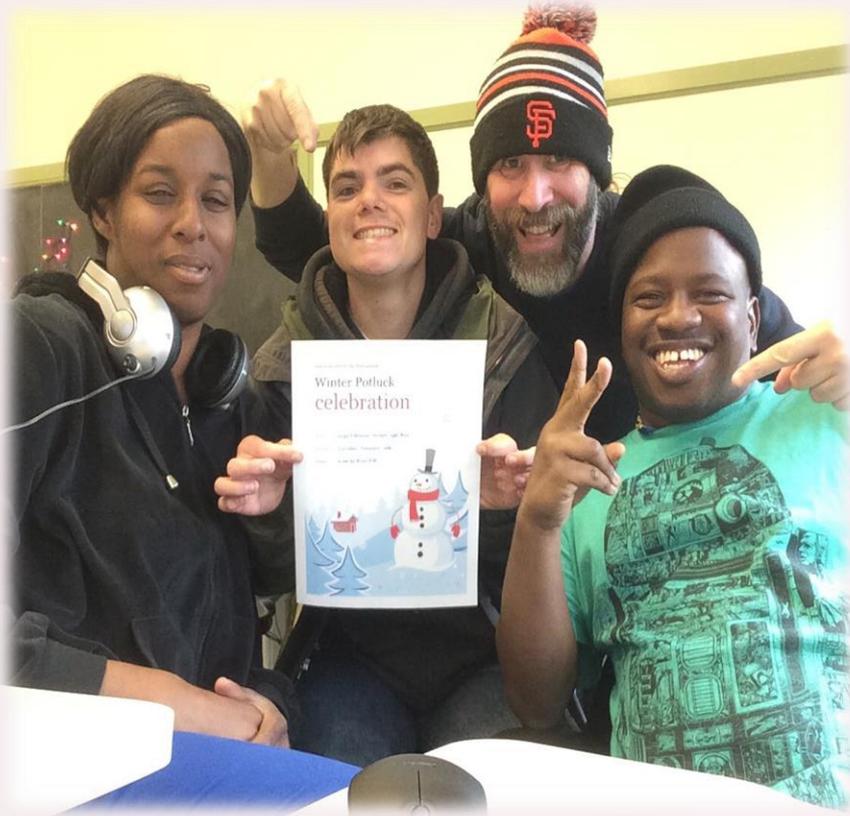
Shift the Mindset of Staff

- Identify your “Pioneers” and “early adopters” these individuals will be your key to “rallying the herd”
- Doing this because it is the right thing to do
 - What makes life meaningful for you?
 - Day in the life
- *Job is changing, not going away. You are now Dream-Makers, not care-takers*
- Start really small: 1x week- you will take a group into community to do discovery
- Identify a pilot group (not all ringers) for placement and make it an agency-wide effortsssssssss

Provide Training, Resources and Support

- *Customized Employment* methodology
- Systematic Instruction
- Discovery, setting goals and teaching in community settings
- Professionalize the job: ACRE certified trainings, CESP

Re- Purposing Day Services



- Meaningful, individualized, person-driven
- Integrated, community-based settings
- All about skill building
- Purposeful, outcome-oriented
- Focused on Employment and community inclusion
- Building confidence and independence in community
- Increasing stamina/endurance

Promote CIE and Share Successes

- Website/newsletters, written from the perspective of the agency, direct service staff and individuals
- Create a *Wall of Fame*
- Job placement “fishbowl”
- Lunch-n-learns: peer presentations about new job
- Visits to CIE sites



Gaining Buy-in with Individuals and Families

Building trust and pathways

Gaining Trust and Buy-in With Families

- Bring families on as active “partners” from Day 1
- Reframe perceptions of son/daughter (PPP)
- Share successes and progress (not just bad stuff)
- Work on goals that will lead to independence at home and/or directly impact care-giver’s life
- Help them understand and navigate the system
- Trainings and family support groups
- Share success stories written by family members in newsletters/website
- Shrink the change. Ask for a smaller step forward

Positive Personal Profile

Name: Robert H.

<p>Dreams and Goals Get a job and move into my own apartment. Meet some friends.</p>	<p>Interests Music, likes hip hop, rap and Heavy metal, Listens to the radio- a lot, (KMEL and the BONE), WWF, comics, Spanish soaps, likes basketball and basekall. Wants to meet cool people. Loves computer/video games (Playstation) –action games "killing people" Rides his exercise bike, likes walking/hiking</p>
<p>Talents, Skills and Knowledge Knows a lot about music (current artists), very athletic- good coordination, worked in mailrooms familiar with USPS, worked at Virgin Megastore(seasonal), familiar with lots of office equipment (computers, fax, copiers), likes working with "machines" and tools, learns quickly, good memory</p>	<p>Learning Styles Verbal directions should be clear and concise. Modeling new tasks is preferred. Can follow written directions if he is familiar with tasks. Does not like change- introduce and explain any changes- may need reminders if expected to do things differently.</p>
<p>Values Being respected by others. Being popular- having friends.</p>	<p>Positive Personality Traits Punctual, Honest, Candid, Smart, detail-oriented, a man of great resolve, strong self-advocate,</p>
<p>Environmental Preferences Clean, well organized. Casual, hip places (but not loud) - nothing too professional or boring. Quiet but friendly.</p>	<p>Dislikes Kids, chaotic loud places. Special Ed and disabled services, will not ride the bus at night, change, people talking about him, being interrupted- or being told what to do. Being patronized, condescending, people asking questions or interrupting me</p>
<p>Work Experiences No starch press- order fulfillment/shipping, file data entry Virgin Megastore (x-mas job)- processing cd's (liked this job best because of the people and music, didn't like helping customers) Garden center- hated it. Does not like dirt or helping customers. Trader joes- collecting carts/stocking—hated customers, did not like cleaning (swept and mopped salesfloor), job was in afternoon- hated that.</p>	<p>Support System Family (Pacita/mom, Anthony/dad and two brothers- TJ still at home)</p>
<p>Specific Challenges Needs assistance when he has to be "flexible". Needs explanation when things change. Sometimes gets angry when things are not going his way. Needs reminders to stay focused. Initiative is a concern.</p>	<p>Solutions and Accommodations Structured tasks, consistent routine. Concrete, concise instruction. Direct feedback.</p>
<p>Career Ideas and Possibilities to Explore: Metreon- playstation store (stockroom) SEGA KMEL (Clear Channel) Niketown or Copeland's sports The BONE Guardian newspaper/SF WEEKLY Virgin Megastore (stockroom/pricing) COMPUSA (games section) GAMEPro Magazine Duplication houses—Olde West, Mixonic, Revolver Records</p>	

Positive Personal Profile

A simple, one-page form

Usable, Approachable

Getting Buy-in at the Individual Level

- Interest precedes Motivation: show people what work could look like (steer clear of stereotypical jobs)
- Start slowly, “helping” in the community
- Discovery process, build a summary for each individual using a profiling tool (Positive Personal Profile)



Building Skills and Contributing in Valued Ways

Volunteering



Explore Ideas, Verify Interest/skill levels



- Research “passions”, target possible employment ideas
- Next step: go look, try it out. *Informed choice* is KEY
- Get your hands dirty- not just a field trip. Identify skills
- Volunteering - “One and done” or may need multiple opportunities to “try in out”

The “Benefits” Issue

- When to bring it up? It can be a very confusing- and cause families to just throw in the towelss
- Provide benefit trainings and promote your DB101
- Increase WISA’s in each county
 - Regional VR or DDD offices in other states have taken on this role
 - Could be part of a DDD *Employment Facilitation* team
 - Partner with the provider community?
- In Virginia, DARS funds Benefits Analysis as a billable service for open cases, in addition a stipend is provided to Service Providers to certify staff (WISA training)

Employment First in Arizona: Afternoon Work Groups

Break into Stakeholder groups (check your badge)sss

- 1) Review **Your Group's** Stakeholder Perspective
- 2) Evaluate current message and methods in place now.
 - Does it reflect and address Stakeholder's concerns/perspective?
 - Does it *Appeal to the Emotion*?
- 3) Identify some of AZ's "Bright Spots" and effective programs/practices. How can these be scaled up?
- 4) Brainstorm ways to improve "message EF and CIE" and "encourage change" Are there additional things that can be done to Shape the Path and encourage change?
- 5) Report back to the group

Quote from Ralph Waldo Emerson:

“What lies behind us and what lies
before us
are tiny matters compared to what
lies within us.”

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