LET'S TALK STRATEGIES

2018 WI Employment First Conference

Shannon Webb

TRANSFORMING YOUR ORGANIZATION TO EXPAND COMMUNITY BASED SERVICES

CHANGE IS CHALLENGING.

The most difficult thing is the decision to act, the rest is merely tenacity. The fears are paper tigers. You can do anything you decide to do. – **Amelia Earhart**

Few things are more important during a change event than communication from leaders who can paint a clear and confidence-inspiring vision of the future. – Sarah Clayton

LEADERSHIP DEVELOPMENT

Setting the tone and creating the vision

CONSIDERATIONS FOR LEADERSHIP DEVELOPMENT

- Change doesn't always start at the top
- Board members may need education to support changes
- Change involves input from all levels of the organization <u>and</u> external stakeholders
- Developing a transformation team is essential
- Become a learning organization - learn how to learn, take the time, coach and support

STRATEGIES FOR LEADERSHIP DEVELOPMENT

- Seek out information/training and share with staff – ODEP Training, Conferences, Hold In-Services
- Convene a Transformation Team – cross-agency representation
- Visit other organizations who are engaging in change to learn from them (i.e. service providers involved in Building Full Lives initiative)
- Engage the Board through presentations, board retreats, conferences/sessions about impending changes, visit other agencies, shadow an individual or community group
- Review your organization's identity and core values – mission, vision, commitments

A goal without a plan is just a wish. - Antoine de Saint-Exupéry

STRATEGIC PLANNING

Setting priorities and focusing resources

CONSIDERATIONS FOR STRATEGIC PLANNING

Service transformation will impact your entire organization

Develop a realistic timeline – One to Three Years

Enlist outside help for consultation or facilitation

A strong leadership and transformation team is essential

It is necessary to carve out time to implement changes

STRATEGIES FOR STRATEGIC PLANNING

- ❑ Identify best practices and conduct a gap analysis
- ❑ Conduct other internal assessments (e.g. individual and staff surveys, budget analysis)
- ❑ Hold focus groups with staff, families, funders to understand their perspectives
- ❑ Consider Lean Value Stream Mapping
- ❑ Conduct a SWOT Analysis
- ❑ Utilize ODEPs EFSLMP Provider Transformation Manual and Webinars
- ❑ Join a Community of Practice/Learning Collaborative

"Great communication begins with connection. What makes us different from one another is so much less important than what makes us alike - we all long for acceptance and significance. When we recognize those needs in ourselves, we can better understand them in others, and that's when we can set aside our judgments and just hear." — Oprah

COMMUNICATING CHANGE

Rebranding and sharing a new message

CONSIDERATIONS FOR COMMUNICATING CHANGE

When people don't have information, they may fill the blanks with negative information

Use multiple, repeated methods for communicating changes

Listen and get input from stakeholders as you communicate changes

You will not have all the answers. Be honest and transparent about what you know and don't know. Keep your message positive, supportive and inspiring (even if you don't always feel this way!)

You are rebranding your agency/services in the process

Rebranding involves more than just images and words – includes behavior as well!

STRATEGIES FOR COMMUNICATING CHANGE

- Take the time to create and implement a comprehensive communication plan - audience, message, methods/strategies, frequency
- Develop a new 'elevator speech' to describe yourself and practice with all staff
- Host a parent education series
- Create feedback channels - Let all stakeholders know you need them to be part of/have input in the change process
- Use social media to market ability and connections in the community – consider your images

Don't tell me what you value, show me your budget, and I'll tell you what you value. - Joe Biden

FUNDING

Braiding resources and sustaining flexible high quality services

FUNDING CONSIDERATIONS

Expanding Community Based Services will require more flexibility and braided funding

You must have a full and detailed understanding of your agency costs and revenues

Involves a high level of collaboration with funders to negotiate sustainable rates

Funders/Care Mangers/IRIS Consultants may need to be educated about your services and their outcomes

Service transformation requires a new way of thinking when developing and managing your budgets – ratios are different, not just a 9am – 3pm day, connecting and fading is necessary (using similar approaches to SE)

Change will require resources (new or shifted)

FUNDING/BUDGETING STRATEGIES

- Develop budgets with direct input from program managers and supervisors
- Aim for a minimum of 70% productivity/billable hours for staff
- Create partnerships with schools and DVR to fund community-based youth transition services
- Utilize small group community-based daily living skills and prevocational services to support skill building and discovery – this will make job development easier
- Leverage community connections, resources and natural supports to create more opportunities for fading services
- Learn from other organizations about reallocating resources

There is no way to spend too much time on obtaining and developing the best people. - Larry Bossidy

STAFFING

The linchpin of quality services

STAFFING CONSIDERATIONS

Everyone responds to change differently

Management and administrative positions should also be reviewed

Recruiting, interviewing, training and evaluating practices may change – staff competencies are different in many ways

Some staff will resist change

Managing and supporting staff in the field is much different than in a building – they will spend a lot of time in the community

STRATEGIES

- Review staff roles and revise job descriptions and recruiting methods
- Start with the willing
- Develop and invest in a training plan with staff – discuss competencies and get their input on the training they need
- Identify mentors
- Create a Community Services Manual (Template from Tom Wilds)
- Use Open Future Learning modules

The purpose of life is a life of purpose. - Robert Byrne

INDIVIDUALIZING SERVICES

Building Full Lives

CONSIDERATIONS

What makes life meaningful?

Exposure precedes interest. Interest precedes motivation.

Employment is the goal but people need more than work in their lives.

Volunteering and community contribution is a big part of meaningful day services.

Meaningful, community day services that foster connecting and help people build skills can be a pathway to employment for people who are reluctant.

Many people want their independence and don't want staff/family around them all the time. Fading services when possible is essential.

STRATEGIES

- Map your community to find opportunities – create a database
- Engage all the staff to share and develop opportunities
- Start with a pilot
- Learn about discovery and develop a Positive Personal Profile with each person
- Use/adapt the WorkLink Skills Assessment tool to develop 2-3 goals. "What do you want to do & What do you need to learn?"
- Use "emergent curriculum" approach
- Share what other people are doing in the community – Wall of Fame, presentations

Success is not final, failure is not fatal: it is the courage to continue that counts. – Winston Churchill

MEASURING OUTCOMES

Collecting data and evaluating performance

CONSIDERATIONS FOR MEASURING OUTCOMES

Helps you understand your progress, what to change or do next

Create evaluation plans for all levels = Organizational Level, Department Level, Team Level, Individual Level (includes both staff and individuals you provide services to)

Use a variety of sources to assess: surveys, interviews/focus groups, observations, records/documents

Establish an evaluation and tracking plan early on – adjust as needed

Use your data to drive planning

STRATEGIES

- Work with funders to determine program benchmarks and data
- Track staffing costs per individual in facility vs. community services
- Use the WorkLink assessment and scatter plots to show individual progress outcomes in a tangible way
- Track individual # of community connections/relationships overtime
- Track employment outcome data – average time to placement, average hours worked, average pay, duration of the job
- Use stakeholder satisfaction surveys (obtain examples from other agencies or the ODEP Provider Transformation Manual)

NEXT STEPS

What take aways did you find today?

What are your next steps?

THANK YOU!

Shannon Webb

shannon@incontrolwisconsin.org

608-318-0700