

Project Transformation 2.0

Provider Transformation Plan

Please provide information regarding your organization's transformation for over the next 3 years.

Future Service Plan:

How will future services be different than the services you are currently providing and why?

A. Vision

This transformation plan envisions a service model that addresses the true needs and aspirations of individuals served, as identified via a thorough discovery process, and outlined in each person's Imagine plan. The future model unifies all aspects of adult services from day services to employment. This model is person-centered and holistic in that it addresses each individual's life as a whole, supporting what each individual defines as a good life as for himself/herself, instead of narrowly focusing on just job placements or "activities".

Adult services will be provided in the context of the community, with ample opportunities and mechanisms for individuals with DD to access and interact with their community. The current workshop will transform through partnerships, creative shared-use agreements and other forms of reverse integration, into a facility that is truly a community resource. This facility will serve the needs not only of individuals with developmental disabilities, but the also the needs of other citizens, businesses and organizations in Tuscarawas County, naturally embodying integration by virtue of its purpose and use.

B. Mission

The current mission of TuscBDD is to enhance the lives of individuals with disabilities through quality services and community partnerships. This mission will continue to hold true through the transformation process.

A. Values

- Person Centered Thinking
- Good Life
- Discovery
- The *Imagine Plan* as a roadmap to a rich, satisfying life
- Community Exploration and Integration

Strategic Plan

What are the major steps needed to reach this vision and future state of services provided?

A. SWOT Analysis

Strengths

- Agency is ready to make positive changes
- Imagine county
- Supportive leadership and board
- Receptive to evidence-based best practices
- Building, property, facilities
- Staff
- Transportation department
- Good relationships with community in general and community is supportive of overall agency
- Good Life training
- Multiple community employment programs
- Financial stability

Weaknesses

- 50 year established program that needs to change
- Need to change culture
- Limited business relationships
- Not centrally located
- Individuals and families are comfortable with current services
- Workshop program is popular and in demand
- Staff training in new service model delivery
- Continual change and uncertainty of future planning
- Gaps in services due to interface with OOD system

Opportunities

- Expand relationships with career center, schools, businesses, community
- Employment First Local Leaders team
- 2015 Appalachian Microenterprise Project
- Development of Community Action Team/ Business Advisory Committee
- Collaboration with providers
- Funding redesign
- Service delivery redesign
- Shift to conflict-free case management

Threats

- Decreasing employee morale as county board shifts from provider to funder
- As a provider, funding and rule design
- Community resistance to change
- Lack of economic opportunities
- Rural communities
- Low expectations of individuals with DD
- Slow changing culture

B. Core Strategies for transformation

1. Significantly increase opportunities for individuals to access their community and thereby achieve the outcomes they desire
2. Transition from current level (53%) of adult services provided by the county board to less than 30% by 2020 and 0% by 2024
3. Develop a service delivery model in Tuscarawas County based on evidence-based best practices, that will extend to the entire provider community and endure beyond 2024
4. Develop and support a robust provider community
5. Fully utilize information from Imagine discovery & assessment process and ensure that it is integrated into daily operations/provision of services.
6. Develop metrics to track the number of successful employment outcomes & the number of successful community experiences
7. Increase number of community employment training sites from 7 to 12
8. Deploy staff flexibly, efficiently and productively
9. Explore ways to deploy staff in other important areas outside the Medicaid realm (i.e. supporting the transition process with students in public schools beginning as early as 3rd grade)

C. Action Plan

Strategic Issues	Action Steps	Targets, Specifics, Measures	Intended Outcome	Member Responsible	Timeline
1) Significantly increase opportunities for individuals to access their community.	Deploy department specialists to the community to support community exploration activities.	Implement new day services schedule and increase the number of community exploration excursions from 2 per week to 5 per week. Offer 10-15 volunteer/community service experiences per week.	Create a menu of services that features a variety of life enrichment and volunteer activities as an entrée to employment and enhanced quality of life.	Chris Yurick Angela Richcreek Michael Henderson	By January 2016
2) Transition to 30% or less county board provided adult services by 2020.	Facilitate SEI's transition to new facility and share space in facility with new providers.	Reduce census from 130 to 95.	Reduce number of individuals receiving direct service by county board while increasing the capacity of the provider community.	Chris Yurick Angela Richcreek Michael Henderson	By March 2016
3) Develop a long-term, comprehensive service model for the county based on best practices.	Implement shared-use facility multiple partners including providers, employers, educational institutions and individual citizens.	Add 2 partners to facility.	Increase capacity of existing providers to offer community-based day services and employment services.	Chris Yurick Angela Richcreek Michael Henderson	By June 2016
4) Develop and support a robust provider community.	Continue and broaden membership of Provider Solutions Group.	Add 2 new active members.	Improve dialoging, idea sharing and collaboration between members of the provider community.	Chris Yurick	By April 2016

Strategic Issues	Action Steps	Targets, Specifics, Measures	Intended Outcome	Member Responsible	Timeline
5) Fully utilize the information obtained from the Imagine discovery & assessment process to direct the provision of adult services	Train all adult services staff to connect information in Imagine plans to their daily work with individuals. Institute a tracking system to ensure that staff are taking consistent action to help individuals progress towards achieving the outcomes listed in their Imagine plans.	For each individual served, an easy to read chart will show where the individual is in their progress toward Imagine plan outcomes. The chart will show actions taken to date, next steps, and identify barriers to achieving the desired outcomes.	Everyone receiving adult services will have the opportunity to explore their interests, passions and priorities, and take daily steps to realize the life they want for themselves in the context of their Imagine Plan.	Angela Richcreek Kyle Wells Michael Henderson	Tracking system in place for all individuals served by February 2016.
6) Develop metrics to track the number of successful employment outcomes and the number of successful community experiences.	Create a spreadsheet tracking the names of individuals and all community exploration activities (employment and life enrichment) over time, and link to satisfaction surveys.	Complete spreadsheet, enter all individuals currently served, and track all activities.	Measurement of actual community participation and exploration in terms of type of activity, time spent in the community, etc. It will be possible to see the progression from sheltered services to a better quality of life based on choice.	Chris Yurick Angela Richcreek Michael Henderson	Spreadsheet designed and data entry begins October 15, 2015.

Strategic Issues	Action Steps	Targets, Specifics, Measures	Intended Outcome	Member Responsible	Timeline
7) Increase the number and variety of community employment training sites.	Develop sites in new fields and geographic locations.	Increase the number of sites from 7 to 12.	Offer individuals the experience of working in a variety of settings throughout the community.	Chris Yurick Angela Richcreek Michael Henderson	By June 2016
8) Deploy staff flexibly, efficiently and productively.	Deploy department specialists to community employment projects.	Deploy dept. specs. to PACE U, and at various community employment sites to conduct assessments, experiences, job try-outs, etc.	TuscBDD will have a flexible, cross-trained workforce capable of meeting the needs of people served in terms of employment and life enrichment activities.	Chris Yurick Angela Richcreek Michael Henderson	Full realization by September, 2016
9) Explore ways to deploy staff in other productive, important areas outside the Medicaid realm.	Ongoing meetings with Public Schools Collaboration Committee.	Present a proposal to the board of trustees regarding support of a multidisciplinary team serving children with complex needs in the public school system.	Determine what future roles TuscBDD staff may play in the public schools working on early age transition initiatives (i.e. 3 rd grade through graduation).	Chris Yurick Holly Lawver	Proposal to occur by February 2016 board meeting

Organizational Redesign

Can include: interim and future organizational structure

A. Current organizational structure (*ideas from future state mapping exercise*)

Adult services consists of two distinct program areas; a traditional sheltered workshop and a community employment program known as Independence Employment.

The number of waiver eligible individuals enrolled in the workshop is 98. Two major contracts with door manufacturers provide the vast majority of work opportunities in the workshop, all of which are sub-minimum wage. A menu of community-based activities/outings was re-established in May 2015 after a long absence of these activities. A dedicated adult day services area is focused on supporting people with significant support needs. All services are provided by 18 TuscBDD staff (department specialists), with SEI as the non-profit provider serving the functions of work procurement, payroll processing and maintenance of the DOL 14(c) certificate authorizing payment of special minimum wages.

Independence Employment provides community-based assessments, work skills training programs for adults (PACE U) and transition age youth (TRACE U and Garaway Crew), discovery, job seeking skills training, job development/placement services, and job coaching services. All services are provided by 4 job coaches who serve 42 individuals with disabilities. Some of the 42 individuals are also served in the workshop.

C. Interim Organizational Structure (present – mid 2016)

A transitional phase between the current state and future state will occur and during this phase, elements of the old and new system will coexist for a time. One of these elements is subminimum wage piecework. Effective November 1, 2015, piecework will exit the facility and may continue to be offered by SEI and perhaps one other provider agency at their respective facilities. As the elements of the new model begin to develop and become fully realized, the transitional phase will gradually evolve into the future state.

As the current state transitions to the future state, department specialists will engage with individuals in community exploration activities, some categorized as recreational or life enriching, and others that can be defined as pre-vocational. The duties of department specialists and job coaches will begin to blend together to the extent allowed by the union contract governing these positions. Staff to consumer ratios will become lower as the workshop census declines over time, creating the opportunity for very individualized supports. For example, an individual wishing to engage in a job shadowing/try-out experience at a local business could be given 1:1 support during that experience if necessary.

In terms of management during the interim period, the roles of the adult services managers will begin to blend as the Adult Services Manager/Independence Employment and the Adult Services Manager/Operations collaborate on developing partnerships with businesses and community organizations that forward employment and life enrichment outcomes. The Director of Program Operations will also assist in this effort and help managers shift from traditional roles to new roles in the future service model (*see Proposed changes in job descriptions and staffing*).

D. Future organizational structure (*ideas from future state mapping exercise*)

Future state, late 2016 - 2017 and beyond: The following is an overview of our vision for a shared-use facility that is a community resource and a diverse, integrated environment.

Good Life Center (working title): Several provider agencies will lease space within the workshop. The space will be utilized as a hub or gathering place for the provision of community-based, integrated services. Similar to a shopping mall with a wide variety of stores to choose from, individuals will be able to experience first-hand the various vocational and life enrichment options available to them from multiple providers. The following are programmatic elements within the center.

- **Lend-A-Hand Apprenticeship Center:** We will partner with our local vocational school to offer integrated training opportunities to the people we serve. An example of this is an auto service skills program blending high school students with and without disabilities and adults with developmental disabilities, in partnership with Buckeye Career Center. This program is slated to begin in the fall of 2016. The program will not only provide training in basic auto maintenance, simple repairs and detailing, it will be open to the public, who will bring their vehicles in for servicing. This will invite the general public to access our facility for a much needed service at a very reasonable cost, with positive implications for integration.
- **The Community Connections Place:** TuscBDD seeks to work with volunteers and mentors from the community either through an established program like Best Buddies, or through a home grown effort. The idea is not one-sided, paternalistic relationships, but dynamic relationships based on mutual interests, sharing of talents and friendship. Mentors are a vital connector to those things the community has to offer, from meaningful activities to satisfying employment.
- **Dream Big Art Studio:** Imagine a dynamic creative space for community artists. Here, artists can gather and experience the synergy of the collaborative process. Artists work together to market their wares and connect with buyers and art enthusiasts.
- **Let's Work! Employment Center:** Growing businesses often need space to grow and labor to get the work done. TuscBDD can provide both. By inviting an expanding enterprise into our workshop at an attractive lease rate, the facility becomes an integrated workplace and individuals once relegated to sub-minimum wage piecework, now have the opportunity to earn real wages by doing real work alongside co-workers, some with disabilities and some without disabilities.
- **Small Business, Big Impact Room:** Entrepreneurship with built-in supports is a potential avenue for economic opportunity and freedom. This project allows individuals to pursue their dream of self-employment with supports. Adult Services management and staff trained in microenterprise development through the Appalachian Microenterprise Project will assist in the areas of business plan writing and implementation, technical assistance, accessing funding, marketing, and financial management of the business. Other supports take the form of access to space and labor, resource sharing, and collaborative opportunities. Community mentors such as retired executives will also play a major role in this area.

D. Future organizational structure *(continued)*

- **Helping Hand Day Center:** People with significant developmental disabilities are not alone in their need for supports in order to have a meaningful day. Many seniors also require assistance when their caregivers are working or need respite. Our staff is experienced in providing the kinds of supports necessary to both populations. Individuals with disabilities and seniors have much to offer one another. Bringing these typically separate groups together and facilitating shared activities at the facility and out in the community, creates opportunities for rich, meaningful interactions.

TuscBDD Personnel: Invigorated by a New Mission: As other providers move in and gear up programming, the population of people served directly by TuscBDD staff will decrease, resulting in favorable ratios for truly person-centered services, meaningful life-enriching activities, and vocational experiences. In addition to involvement in supporting many of the programs listed above, TuscBDD staff will continue to provide support for individuals interested in exploring community employment at a 1:1 ratio if necessary. TuscBDD community employment staff will collaborate with the *Employment Partners of Tuscarawas County*, a team of agencies focused on providing person-centered, pro-business employment solutions.

TuscBDD staff can also assist anyone interested in exploring what their community has to offer. The emphasis will be on training individuals to be independent in their community, whether it means accessing transportation, connecting with an interest group, or just getting together with friends. The role of staff is to help establish a natural support network and gradually fade out of direct support wherever possible.

TuscBDD may be shifting its human resources towards providing a valuable, much needed role in the public school system in Tuscarawas County. TuscBDD staff could work with students from an early age, implementing a curriculum designed to help them transition successfully to the world of work. They would encourage children and parents alike to dare to have hopes and dreams, and plan for not only a meaningful career, but a good life. This concept is in the early discussion phase with local school superintendents.

A Spectrum of Provider Agencies: Not all provider agencies will have a presence in the facility. Building on the current foundation of provider agencies in the county, TuscBDD will attract additional service providers to the county and encourage existing providers to expand their capacities. We look forward to exciting new program offerings and “services without walls” options.

Employment: The responsibility of developing community employment opportunities for individuals served will shift from 4 Job Coaches to 22 Community Integration Specialists (see *Proposed changes in job descriptions and staffing*). While many of these staff will be involved in prevocational and non-vocational aspects, there will be a unified emphasis on helping individuals place their various experiences in the community into the context of employment. A shopping trip to the mall, for instance, is also an opportunity to practice soft skills, observe customer service in action and gain exposure to the retail work setting.

D. Future organizational structure (*continued*)

Employment (cont.): Exposure precedes interest so as individuals have experiences outside the workshop that are not directly employment focused, they are nevertheless learning more about employment settings. They will have some frame of reference, for example, to determine what types of jobs are appealing versus those that are not. The subject of employment will be part of everyday discussions as staff help consumers process their experiences in the community.

The definition of employment for the purposes of measuring outcomes is as follows:

- at least 4 hours per week,
- minimum wage or higher
- at least 50% of the work environment consists of typical workers and individuals with disabilities are dispersed throughout the workplace.

Several inefficiencies were identified during the value stream mapping process. The majority of these inefficiencies stemmed from systemic delays inherent in interfacing with the vocational rehabilitation system and the way services are funded. Internal inefficiencies were also noted such as a lack of urgency in terms of placing individuals served as quickly as possible, and errors or omissions in reporting that lead to delays in getting to the next stage of the job development process within the VR system. These issues will be addressed in the following ways:

- clear employment outcome goals set for each job developer that include target job placement dates for each individual served
- discovery and job development services moving forward using waiver and local funding while waiting for service authorization from VR
- deploying more staff to employment services during busier times
- documentation skills training for staff
- exploring and implementing methods of incentivizing successful achievement of employment outcomes

In the current model, time available for job development diminishes when job coaches are committed to supervising work skills training programs such as PACE U, TRACE U and the Garaway Crew. This can be remedied by deploying staff currently obligated to workshop related tasks to these community-based training programs, freeing employment services staff to focus on job development and placement. This will be outlined in more detail in *Proposed changes in job descriptions and staffing*.

Other strategies for improving employment outcomes include:

- developing an active business advisory council through the Employment Partners of Tuscarawas County group
- adding employment training sites and diversifying into new industries
- strengthening relationships with Ohio Means Jobs, the Chamber of Commerce, the Tolloty Technology Incubator and other hubs of business activity
- improving the social capital of the county board through participation of the Director of Program Operations and the Community Relations/Special Projects Coordinator in the *Leadership Tuscarawas* leadership development program
- Actively involving the Adult Services management team in the Employment First Local Leaders group

F. Proposed changes in job descriptions and staffing

Current job descriptions:

- *Department Specialist (18)* - Supervises and assists consumers in the performance of work and habilitation oriented tasks in accordance with each consumer's Individual Plan, including the operation of equipment and machinery relevant to the area and assigned tasks. Carries out assigned duties related to the general welfare of the consumers (e.g., safety precautions, self-help needs, positioning, feeding, assisting consumers on/off transportation vehicles, etc.), including the lifting of consumers and equipment.
- *Job Coach (4)* – Responsible for assessment, job placement and training of individuals with disabilities with the overall goal being independent, community-based employment outcomes. Transports consumers to job sites and provides job training to consumers at the site where the job skills will be used, evaluates and develops job training strategies based on individual consumers' needs, documents consumer progress on vocational and habilitative goals, participates in inventory control and prepares other related written records, and attends meetings and training sessions when required.
- *Adult Services Manager/Operations* - Manages all aspects of daily operations the facility-based adult services program. Supervises all Department Specialists.
- *Adult Services Manager/Independence* – Manages all aspects of daily operations of the community employment program including community-based training programs for adults and transition age youth. Manages School 2 Work program. Supervises all Job Coaches.
- *Director of Program Operations* – Under direct supervision of the Superintendent, is responsible for overseeing all aspects of daily operations for the Tuscarawas County Board of Developmental Disabilities employing a consistent philosophy of person centered thinking and self determination as well as a positive culture for all individuals served and their families.

Future State: The *Job Coach* and *Department Specialist* positions are combined into one position. Working job title = *Community Integration Specialist*. This position supports individuals in work and meaningful day activities in their community. The CIS develops natural supports and provides training to individuals to access their community independently and ultimately, help them transition from paid to unpaid supports wherever possible. Initially, the number of CIS's focused exclusively on employment services will be 4-6. The number focused mainly on life enrichment/meaningful day activities and community integration in general will be 16-18. Because of the flexibility built into the new position description, it will be possible to deploy staff according to demands, such as when more help is needed in the area of employment development. Numbers of positions will decline through retirement and natural attrition, hopefully at a rate roughly equivalent to the gradual decline in the census of people served as the county board transitions out of direct service by 2024.

Both *Adult Services Managers* and the *Director of Program Operations* will broaden their focus to develop resources and opportunities for the entire provider community, continuing after the county board has exited the direct services arena. Emphasis areas will be developing relationships with local businesses to facilitate successful customized employment outcomes; supporting individuals in developing and implementing entrepreneurial enterprises; collaborating with community organizations, interest groups, etc. to ensure that individuals with developmental disabilities are able to fully engage in their community as citizens, friends, neighbors, etc.; address long standing barriers to full community engagement such as inadequate transportation; and work closely with schools, families and caregivers to provide support and guidance to children with disabilities on their journey through school life to adult life.

Programmatic Outcomes—Results

What are the measurable, projected goals to increase employment and community integration outcomes based on your transformation efforts (next 3 years)?

A.

Projected community employment placement outcomes			
Last year	Year 1 of plan	Year 2 of plan	Year 3 of plan
* 10 / 10%	*12 / 29%	*15 / 47%	*12 / 57%

B.

Projected community integration placement outcomes			
Last year	Year 1 of plan	Year 2 of plan	Year 3 of plan
0 / 0%	*15 / 58%	*18 / 62%	*17 / 94%

Definitions:

Employment Outcomes – at least 4 hours/week, minimum wage or higher, in an integrated setting. Integrated setting is defined as a work environment where at least 50% of the workforce consists of typical workers and individuals with disabilities are dispersed throughout the work site.

Community Integration Outcomes – individual is engaged at least 4 hours/week in a community setting, in an area of interest to the individual, and where there are ample opportunities for interaction with individuals without disabilities.

*Overall outcomes will decline as the census of individuals served directly by the county board decreases. However, the number of individuals experiencing successful outcomes (expressed as a percentage), relative to the total number of people served by the county board, increases.

The Adult Services Manager/Independence will be primarily responsible for employment outcomes. The Adult Services Manager/Operations will be primarily responsible for community integration outcomes. The Director of Program Operations will have overall responsibility for ensuring successful outcomes in both categories. The entire Adult Services Management team works as a cohesive unit without rigid specialization in one area or another. Efforts on the community integration side enhance efforts on the community employment side, and vice-versa.