

# How did we change?

**Specific Strategies which were used  
to change the way our organization  
provided supports and services**

# Common Phases of Change

- Helping organizational members and stakeholders see the need for change
- Developing a clear image of the vision of the organization's future
- Getting stakeholders buy-in for the change
- Introducing the change
- Monitoring the change and making adjustments accordingly

# Articulate a clear mission, vision and values

- Develop a new mission statement
- Doing so helps individuals better understand the need for change
- A clearly articulated mission statement helps avoid confusion and to clarify the new direction
- Subsequent organizational decisions can be referenced against the mission statement

# Involve key stakeholders from the start

- Organizational change impacts all of the people
- Stakeholders can work for or against change
- Importance of pulling stakeholders into the discussion early in the change process
- Different approaches for each group
- Change Management Team
- Forums and work groups

# Flatten the organizational structure

- Organizational change process has significant implications for changing the structure of the agency
- Flattening the organizational structure
- Eliminating some programs and positions in favor of streamlining services
- Moving more staff resources to direct service roles
- Rewriting job descriptions

# Build strong leadership from within the organization

- Driven primarily by Executive Directors and top management
- Leadership throughout the organization
- Move more decision-making power to individuals

# Hire and train quality staff

- Changing mindsets of existing staff and providing them with training
- Helping people who can't change to leave
- Recruit new staff with new roles and responsibilities
- Create positive attitude
- Fight for adequate wages and compensation for direct care staff
- Provide strong supervision

# Empower staff through teamwork

- Because the nature of the work, team work is critical
- Team structures have allowed staff to share roles and responsibilities, expertise, resources, and personal support
- Self-directed teams that manage



# Individualized, holistic person-centered planning approaches

- Central tool for assisting individuals -- identify dreams, interest and needs and to develop an action plan for achieving desired outcomes
- PCP has proven to be a powerful learning tool
- Person-centered planning is a process to be taken seriously

# “One person at a time”

- The only way to really do this work is one person at a time.
- Organizational change requires a one person at a time approach
- It may seem slower, but in the long run it is the only way to proceed

# Start with those who want “out”

- Start with people who want something different. Over time, this will lead to others seeing what could happen and wanting more. It will also lead to decisions about the future.
- We started with those that raised their hands first and were willing to take the leap
- Has downsides, but at the same time has many positives that, in my opinion, far outweigh the downsides

# Involvement in career exploration activities

- Job exploration experiences
- Job clubs
- Job Shadowing
- Job try-outs
- Volunteer work
- Community Activities

# Research

- Majority of federal & state funding (US) is directed to congregate, segregated facility-based services
- .80 (State) & .90 (Federal) of all dollars spent support segregated services
- 70% of people remain in sheltered workshops and day activity programs
- Number of people in facility-based programs has risen in the last decade

# Terminate admissions and back-filling

- At some point, you need to stop admitting people into the facility or returning people to the facility.
- The point at which this decision is made varies from agency to agency and is one of the hardest to make

# Access consultants to help guide the change

- Invite external expertise to assist in planning and implementation efforts
- Neutral outsiders are able to say things that internal leaders could not
- Fresh set of eyes and perspectives helped move the organization one step forward
- “For Father I have sinned” - confess early and often

# Change the agency's image through marketing

- You need to market yourself differently
- Marketing materials were redesigned to better reflect the changes which were made
- Overcoming history and making new history with many stakeholders
- Making difficult decisions



# Divest in buildings and equipment

- Divest in buildings
- Divest in any equipment
- Get rid of the vans
- You are going to be running an organization without “walls”

# Pursue Flexible Funding and alternative sources of funding

- Funding has been a barrier to organizational change
- Funding structures have supported facility based services based on a group orientation to service delivery
- Renegotiate funding structures to allow for individualized services and supports
- Diversify their funding sources so they are not as dependent on state funding or just one funding source

# Showcase success stories

- Organizational change is fairly new, challenging and controversial
- Showcase successes both internally as well as in the community
- Use newsletters, newspapers, talk shows, etc.
- Present at conferences
- Go after awards and recognition

# More Research

- Continuum of Services - where people have to earn their way into the community by getting ready in segregated settings, is alive and well (Taylor, 1998)
- When individuals have had opportunities to experience integrated employment that is well matched to their interests, abilities, and needs and when appropriate supports are in place, few choose segregated facilities (Murphy 2002)

# More Research

- Only about 15% of all organizations have reported downsizing their facilities or converting resources (Wehman, 1994)
- Quality of life outcomes are better for those in supported employment compared to counterparts in segregated day services (Gilmore & Butterworth, 1996)

# More Research

- People are more integrated, earn more money, develop more skills, decrease their dependence on federal assistance, and increase their satisfaction, control, and self-esteem as a result of integrated employment (Hernandez 2002)

# Outcomes of People living in their own places

- People live with significantly less violence in their lives
- Expenditures on repairs and maintenance have decreased
- People are more in control over who supports them
- People initiate more, have more choices and influence in their lives
- People have shown unexpected resilience and adaptability
- People are sharing ordinary community places
- People are contributing to their communities

# Questions

- ***Where to begin?***

