

National Trends in Community Services

- Inclusive education driving integrated transition outcomes
- Federal legislation promoting inclusion, access, choice, employment outcome
- State policies and practices shifting toward community services

National Trends in Community Services

- Deinstitutionalization continuing
- Olmstead's "most integrated setting"
- Self-advocacy/Self-determination movement is growing

National Trends in Community Services

- Results-based funding, personal budgets, waivers offer more options for integrated outcomes
- Conversion examples nationwide
- National APSE, TASH, etc. provide strong advocacy voice

National Conversion Study Highlights

- Studied 41 organizations in 25 states
- 12 converted; others in the process
- Survey = demographic data & info about change process
- Internal catalyst for change

National Conversion Study Highlights

- **Barriers to Organizational Change:**
 - Negative attitudes (70.7%)
 - Funding (56.1%)
 - Regulations (51.2%)
 - Lack of expertise (41.5%)
 - Lack of leadership (34.1%)
 - Other

National Conversion Study Highlights

- **Strategies to Address Barriers:**
 - Clear philosophy & values
 - Strong leadership
 - Stakeholder involvement
 - Ongoing staff education & training

National Conversion Study Highlights

- **Strategies to Address Barriers:**
 - Flattened organizational structure
 - Person-centered planning
 - Team work

National Conversion Study Highlights

- **Outcomes of Change Process:**
 - People with disabilities were happier (90.5%)
 - Better quality services (83.3%)
 - Better community & employer relations(69%)
 - Staff satisfaction (64.3%)
 - More cost-efficient (33.3%)

National Conversion Study Highlights

- **Staff Reaction to Changeover:**
 - 71.8% staff largely embraced change
 - 64.1% left
 - 28.1% some were let go
 - 23.1% some mobilized against the effort

Values Underlying Community Services

- Individualization
- Choice
- Respect
- Active participation
- Competence
- Social connections
- Natural supports

Quality Indicators

- Zero rejection
- Individualized planning & schedules
- Job match with fair wages & benefits
- Meaningful community connections

Quality Indicators

- Appropriate supports; natural supports
- Organizational responsiveness
- Cost-effectiveness

Conversion Means Changing Everything

- Stakeholder attitudes
- Staff skills
- Organizational image

Conversion Means Changing Everything

- Business relationships
- The nature of services & supports
- Funding structures

Organizational Change Components

- **Innovative Financing**
- **Modified Organizational Structure**
- **Aligned HR Practices**



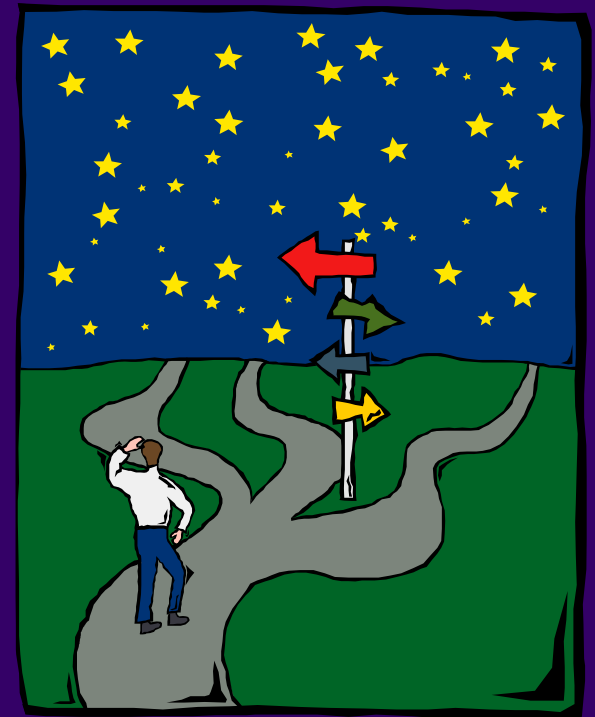
Organizational Change Components

- **Quality Services**
- **Collaboration with
External Entities**



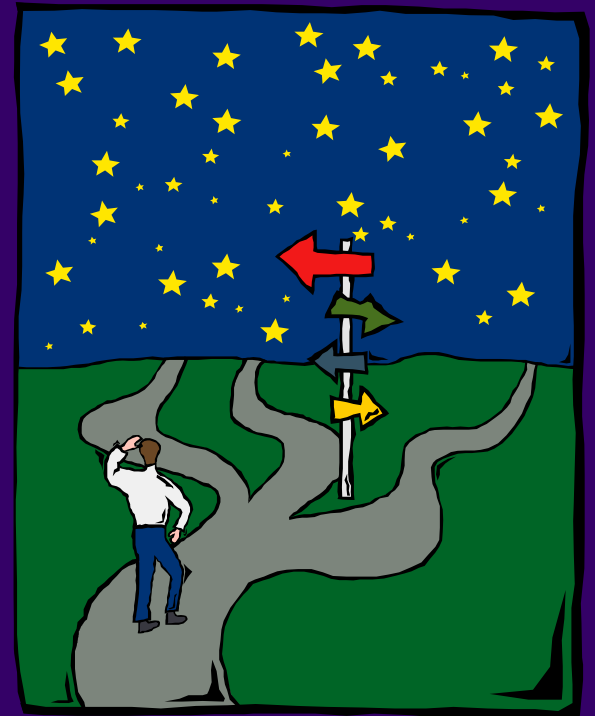
Stakeholder Buy-In

- Who are your primary constituents?
- What influence do they have on change?



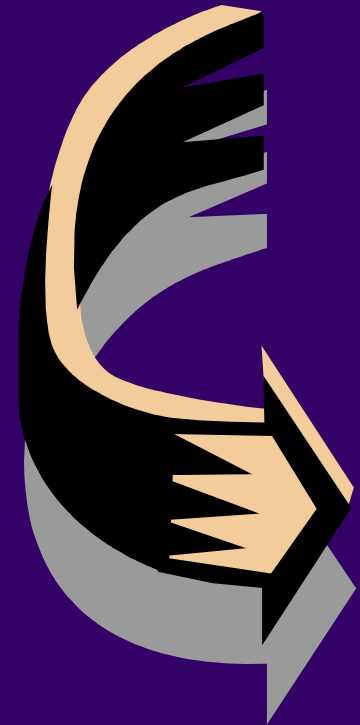
Stakeholder Buy-In

- What are their attitudes?
- What info do they need?



Phases of Change

- Create a compelling need for change
- Create a vision
- Build commitment
- Evaluate progress



Key to Change

- New Experiences:
 - See-feel-change (vs. analyze-think-change)
- Process for Leaders:
 - Help people see new possibilities
 - Seeing something new hits the emotions
 - Emotionally charged ideas change behavior or reinforce changed behavior -Kotter & Cohen, 2002

Shaping a Vision

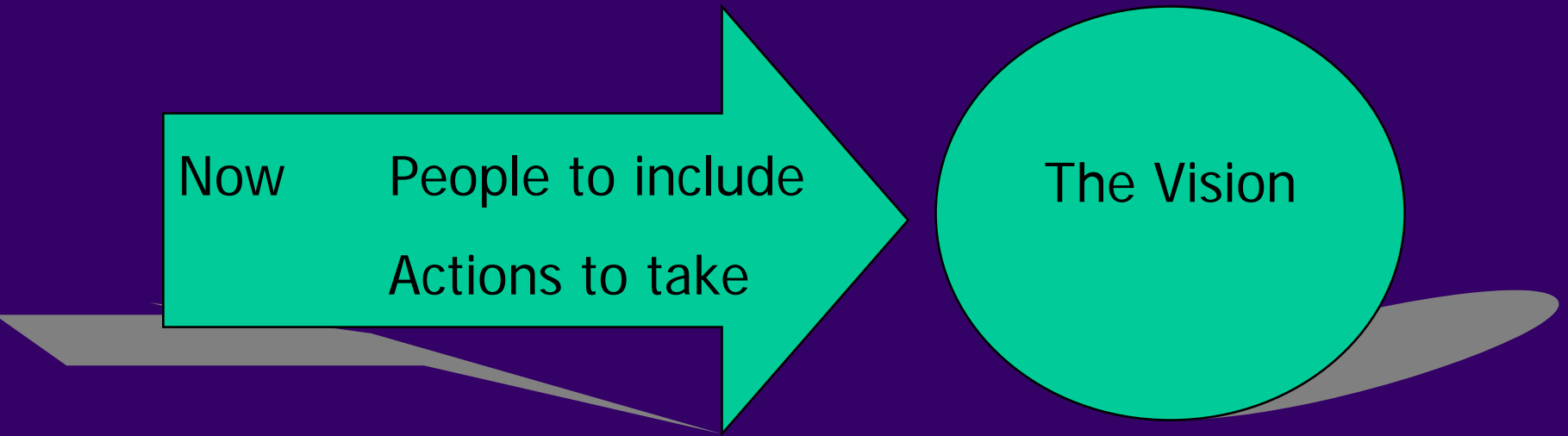
Guiding Values

Now

People to include

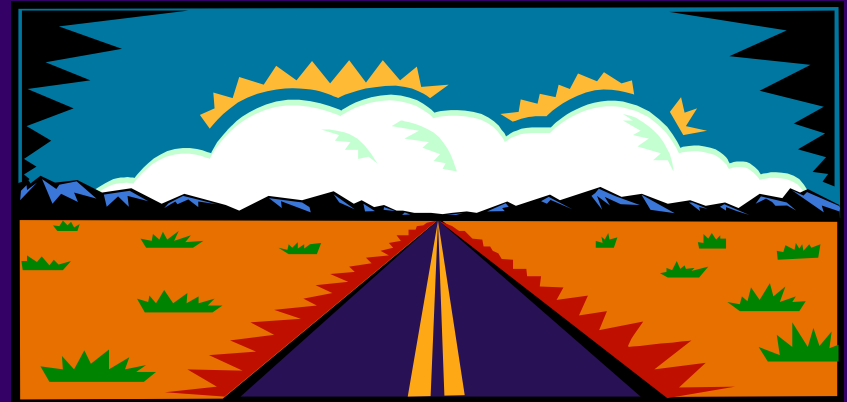
Actions to take

The Vision



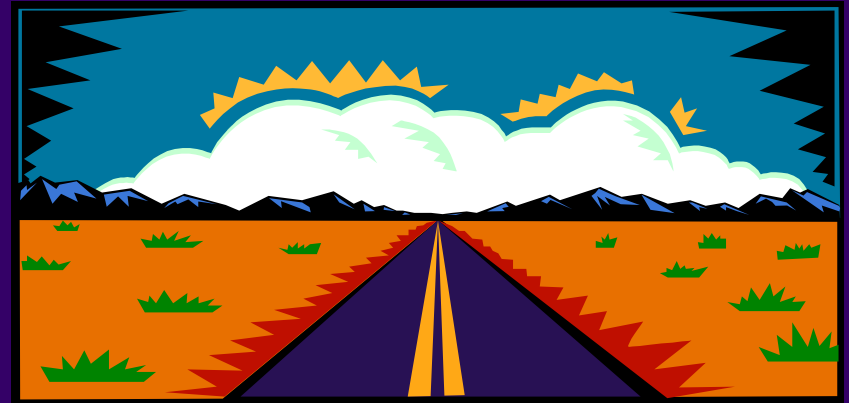
Mobilizing Commitment

- Get the right people
- Form change leadership team
- Invest in learning and culture



Mobilizing Commitment

- Demonstrate success
- Celebrate!



Evaluation

- **Develop measures of success**
 - (reference mission/vision/values)
- **Hold people accountable**
- **Solicit stakeholder feedback**

It's About Leadership

- Personal humility & professional will
- First WHO, then WHAT
- Confront the brutal facts, yet believe that you CAN and WILL prevail



It's About Leadership

- The Hedgehog Concept -
Simplicity Within the 3 Circles:
 - What you are passionate about
 - What you can be best at
 - What drives your economic engine



It's About Leadership

- The Culture of Discipline
- Technology Accelerators

- *Michael Fullan (2003)*

