

# Building Lives That Matter: Transforming Services for Jobs and Life in the Community Seminar

Presented by Sara Murphy, TransCen  
Thursday 4 May 2023

Brought to you by NDS in partnership with IDV, Yooralla, MiLife, Brotherhood of St Laurence and (Ticket to Work), Koomarri with support by the Centre for Social Impact

# Agenda

Time	Item
10.00am	Welcome & Acknowledgement Introductions and overview
10.05am	Session 1: What the future looks like Person-driven services that focus on building community connections
11.25am	Break
11.40am	Session 2: Service Transformation How to drive change at all levels of your organisation
12.40pm	Q&A
1.00pm	Wrap up and meeting close

***Building Meaningful  
Lives: Transforming  
Services and Staff  
for Jobs and Life in  
the community***

Sara Murphy

May 4<sup>th</sup>, 2023

NDS



# TransCen

MEANINGFUL WORK + COMMUNITY INCLUSION

# **People with Disabilities are isolated, impoverished and lonely**

What is holding people back?

# Disability Service System

- Based on disjointed, compartmentalized programs
- Programs are built around funding, not people
- The focus is on attendance, not outcomes
- Support plans are based on openings or services available.
- Programs do not encourage independence or self-sufficiency.



Educational  
Services



Employment  
Services



Day  
Services



Residential  
Services

**How can we  
prepare people to  
lead productive,  
meaningful,  
adult lives?**



**We must 're-frame'  
how we support and  
serve people with  
disabilities**

It's about PEOPLE, not programs

# Braided Services: Get Rid of the Boxes

- Work/non-work services:
- Eliminates silo'ed programs
- Wrap-around supports for people with more complex needs
- Flexible, responsive to an individual's circumstances and support needs





# Integration and person-centered services



- Braided services, work and non-work
- Hourly services or milestone payments based on outcomes
- Community-based instruction, utilizing public resources, not special programs
- Focus is on building skills, social self-sufficiency and pathways to open Employment
- *Customised Employment* placement methods
- *Services and supports*, not programs, with an expectation that services will fade as independence and confidence grows



# Meaningful Services


- Tailored, person-driven support plans
- Community-based Instruction; Utilization of publicly available resources
- Focus on discovery & skill building
- Address social barriers and teach social competencies
- Build community connections & friendships and a “network of support”
- Encourage the idea of work and create pathways to open employment
- Goal: To foster social self-sufficiency and economic independence

# What do people WANT to learn or do?

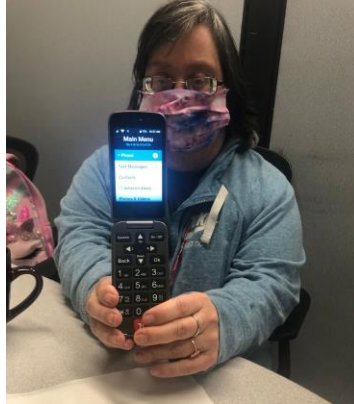


# Positive Personal Profile

- Starting point for determining skills and interests and what motivates a person
- Simple one-page form
- An encouraging, empowering document. Focused on strengths, values and interests.
- Reframes how we see the people we support and how they see themselves
- A starting point for discovery and Job Development

 Positive Personal Profile	
Name: _____ Date: _____	
<b>Dreams and Goals:</b> What do you really want to learn or do? What is your dream job? What do you hope your life looks like in 3 to 5 years?	<b>Interests:</b> What activities are you enthusiastic about? Do you have hobbies? What are your passions?
<b>Talents, Skills and Knowledge:</b> What are you good at? What are your natural gifts?	<b>Learning Styles:</b> How do you learn best? Tell me about a thing you have learned successfully
<b>Values:</b> What is important to you? What are your passions? What guides your life?	<b>Positive Personality Traits:</b> What do people compliment you on? What makes you a good friend?
<b>Environmental Preferences:</b> Do you prefer to work alone? With people? Outdoors or indoors? In a silent place or noisy?	<b>Dislikes:</b> What types of jobs would you hate? What kinds of things do you not like doing? Any "deal-breakers" or things that make you mad?
<b>Work Experiences:</b> Talk about your previous places you worked. What did you learn there?	<b>Support System:</b> Who do you go to for help? Who do you look to for advice?
<b>Specific Challenges:</b> Are certain things troublesome or hard for you? What might impact your success in the community or at work?	<b>Solutions and Accommodations:</b> How do you deal with or overcome these difficulties?
<b>Career Ideas, Community Connections and Possibilities to Explore:</b>	

# What do people NEED to learn?



# Life Skills Assessment

- What do persons “need” to know to be successful adults in today’s world?
- Looks at critical “Life Domains”
- Used to identify meaningful goals and support needs
- Tracks progress using an aggregate, annual score

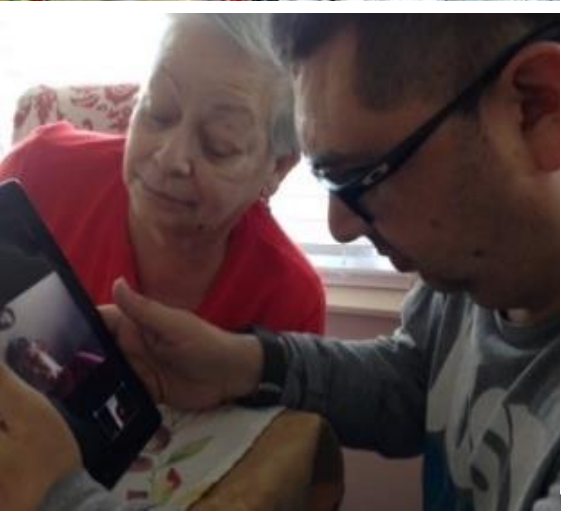
Client: Stephen      Staff: Bob      Date: 10/23/2022

TransCen Life Skills Assessment	Level of Independence				
	1 Never	2 Rarely	3 Sometimes	4 Usually	5 Always
<b>Home, Health and Safety</b>	Total assistance & instruction	Direct prompting & instruction	Minimal prompts, little instruction	Spot check, occasional reminders	Independently
Does chores (takes out garbage, walks/feeds pets, Laundry )		2			
Able to buy own groceries		2			
Can prepare a meal safely		2			
Keeps room/home neat (puts things away, cleans up after )				4	
Makes healthy food choices		2			
Exercises regularly		2			
Maintains good hygiene (toileting, showering, cleanliness)				4	
Appears clean and appropriate in public				4	
Prepares for the day effectively			3		
Has a functional sense of time (uses a calendar/clock)					5
Aware of weekly schedule					5
Can communicate name, phone number & address					5
Understands fire safety			3		
<b>Community</b>					
Is punctual and maintains consistent attendance		2			
Crosses the street safely					5
Aware of safety in public and with strangers				4	
Travels using public transportation					5
Problem solves effectively if lost		2			
Carries ID card, Clipper Card and emergency info					5
Carries and uses cell phone appropriately				4	
Can complete a transaction at a store (use dollar up)			3		
Responsibly monitors spending/budget money		2			
<b>Social/Recreational</b>					
Interpersonal skills (greetes others, eye contact, etc.)			3		
Has hobbies & interests				4	
Engages in appropriate conversations			3		
Exhibits age appropriate behavior			3		
Knows and adheres to pleasant manners				4	
Has a positive attitude; friendly, likeable disposition				4	
Has friends and cares about/shows interest in others			3		
Makes plans outside of program			3		
<b>Social Competency</b>					
Accepts feedback and instruction			3		
Communicates wants and needs			3		
Self-regulates (behavior)			3		
Asks for help when needed		2			
Controls temper / manages frustration		2			
Flexible when unexpected changes occur		2			
<b>Average Level of Independence</b>					3.3



# Community-based Instruction

- Real world: real people, real tools, “teachable moments”
- HOME BASE: home to sites, focus on neighborhoods
- Learn skills, make friends, gain confidence



## About Teaching Skills *Not “Outings” or “Field Trips”*

- Person- driven schedules, “individualized” groups
- Goal-oriented
- Routine, pre-planned weekly schedules
- Multiple visits, an opportunity to practice and make friends
- Systematic instruction
- Measure progress, collect data



# Building Confidence and Encouraging Independence

- Teaching “social self-sufficiency”
- Building stamina & endurance
- Safety skills



# Pathways to Employment: A Braided, Team-based Approach



## Community Day Services

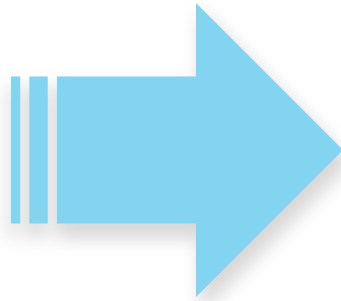
- Exploration/discovery
- Skill building
- Addressing barriers
- Building stamina, independence and a work ethic
- Encouraging the idea of employment

## Employment Services

- 1:1 coaching for job development and coaching
- Tap Community Services for skill building and non-work needs

# The Time is NOW to *Reimagine and Reconfigure*

Then



Now



**What Are your biggest questions and concerns when thinking about change within your organization?**

# Making Big Change

Where to start?

**SWITCH**



**HOW TO CHANGE THINGS**

**WHEN CHANGE IS HARD**



**CHIP HEATH & DAN HEATH**

THE BESTSELLING AUTHORS OF **MADE TO STICK**

## The Question is HOW?

“

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

– *Chip & Dan Heath* –

# Build a Foundation for Making Change

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



# ***Talk with Your Stakeholders***

- Individual and Families
- Funding Agencies
- Leadership, Management
- Direct Service Staff
- Employers



Each stakeholder has a unique perspective.  
What are you hearing?



# Establishing a “Change Mindset”

*Courtesy of Tim Brown, IDEO*

HOPE

CONFIDENCE

INSIGHT AND LEARNING

# ***Focus on Solutions, not the Problems***

- Learn from others who has transformed their services. How did they do it?
- Incorporate what you are learning into your organization's policies, hiring practices, job descriptions, training and marketing materials
- Find your *pioneers, innovators, big thinkers*. Bring them into the discussion
- Work with your funding agencies
- Showcase changes & successful efforts

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

- Be mindful of your audience
- Engage all stakeholders- early
- Appeal to the emotion- This is the right thing to do
- Focus on *solutions*- not *problems*. What's working? How do we do more of this?
- "Buy-in" doesn't always change behavior: Shape the path and minimize the change
- Develop a plan. Pilot small; Then, roll up quickly
- Provide training and clear instructions. What looks like resistance is often a lack of clarity.
- Admit that this is a process that includes failure and learning

# Carrots and Sticks?

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



# A Path Forward

- Build a Transformation Team
- Build a road map for change (Value Stream Mapping)
- Develop a Strategic Plan and implementation/action plan
- Set concrete goals. Collect and share data throughout
- Provide training and step by step instructions. What looks like “resistance” is often a lack of clarity.
- Remember: “Change” is a process that includes failure and learning- *and that’s OK*

# Break

- 10 mins break

# Build a Transformation *Team*

- Recruit from all levels of the organization (leadership, management, direct service personnel, families, funders...)
- Objectives are to plan, coordinate and manage transformation efforts across organization
- Give them time and room to work, create a “free space” for brainstorming
- Embrace a “throw the flag” / “bring out your dead” mentality
- Provide training and resources: tour agencies who have transformed, build a local community of practice

# **Lean Methods: Value Stream Mapping**

Building a roadmap for change



# Process Improvement through Value Stream Mapping

- Visualize your current service process
- Align your team and gain buy-in for change
- Re-Focus services and processes on the right things:
  - Our customers
  - The services requested or needed
  - How do we provide these efficiently?

# Why Draw Maps?

- To fix problems it helps to be able to see them
- Helps to see the entire process
- Process of “service” is often nebulous, helps define valued (or necessary) activities/steps
- Shifts focus from “our program” to “our customer”
- How is the work done now? Standard ways? What is working?
- Identifies how to make the job easier for workers and services better for customers?
- Identifies underutilized or inefficient use of resources
- What experiment should we try first?

# Mapping Helps Define the Issues

- What do our customers want/need?
- How do we approach the work now?
- What are is working well? Bright Spots. How to we expand these?
- What's not working? Pockets of chaos? What do we need to do differently?
- What are the roadblocks to making “change”?

# Is there Agreement? Buy-in for Change?

- Where we are now?
- Where we want to go?
- What are the most important issues to be addressed?
- Do we agree on how to get there?



# VSM: A road map for Change

- An inclusive, empowering process – includes leadership, administration, management, direct service personnel and individual/families
- Looks at the entire process from the perspective our customers
- Outlines and analyzes current service processes/method – what is contributing? What is not adding value?
- Identifies “bright spots” and shifts focus: What do our customers want? What are we doing right? How can we do more of this?
- Develops a Future State map and an Implementation/Action Plan. What would services look like in a perfect world?

# VSM: A road map for Change (p.2)

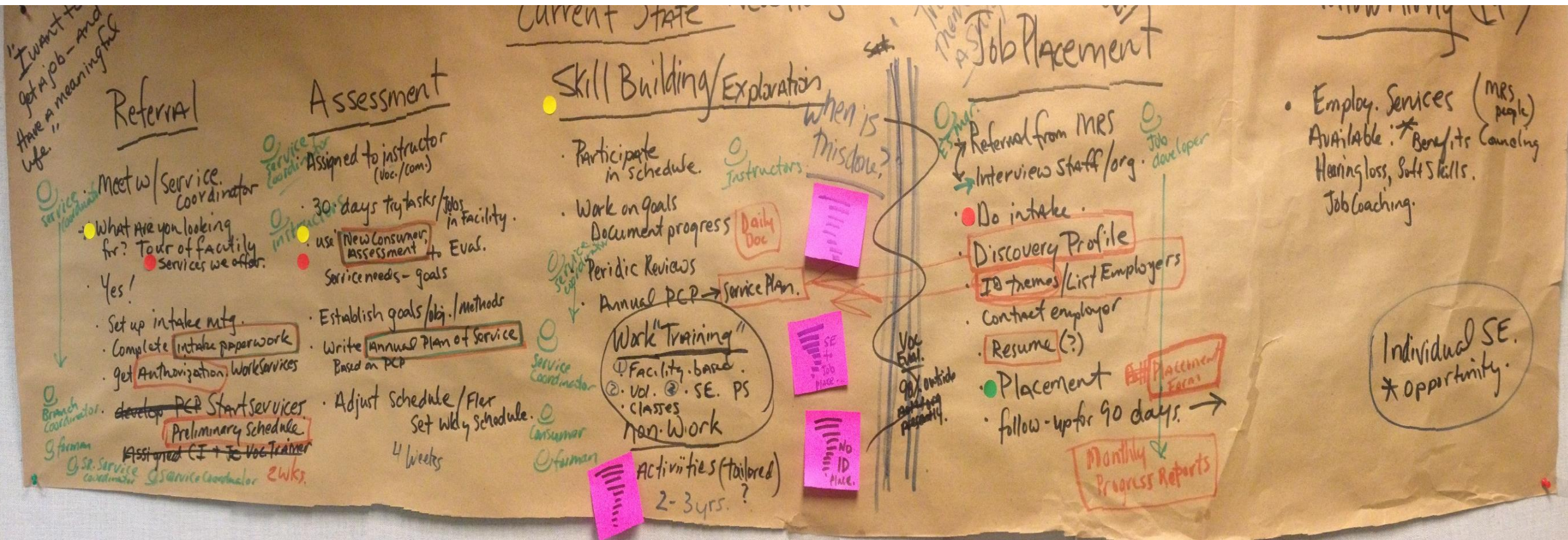
- Shifts perspective and focus: from “programs” to “customer”, creating an individualized, person-centered service model
- Identifies underutilized use of resources and inefficient processes
- What should we stop doing? What do we scale up? Where are the gaps? What’s a better way? Where do we start?

# Why Draw Maps?

- Makes it visual- to fix problems it helps to be able to see them
- Looks at an entire process, start to finish.
- Any service process is nebulous, helps define value-adding activities/steps- and those that are not
- How is the work done now?
- Pockets of chaos: Are there standardized processes, training needs? Where is the chaos?

# Current State Map: "Messy" is OK!

This is a discussion platform - *not a work of art.*



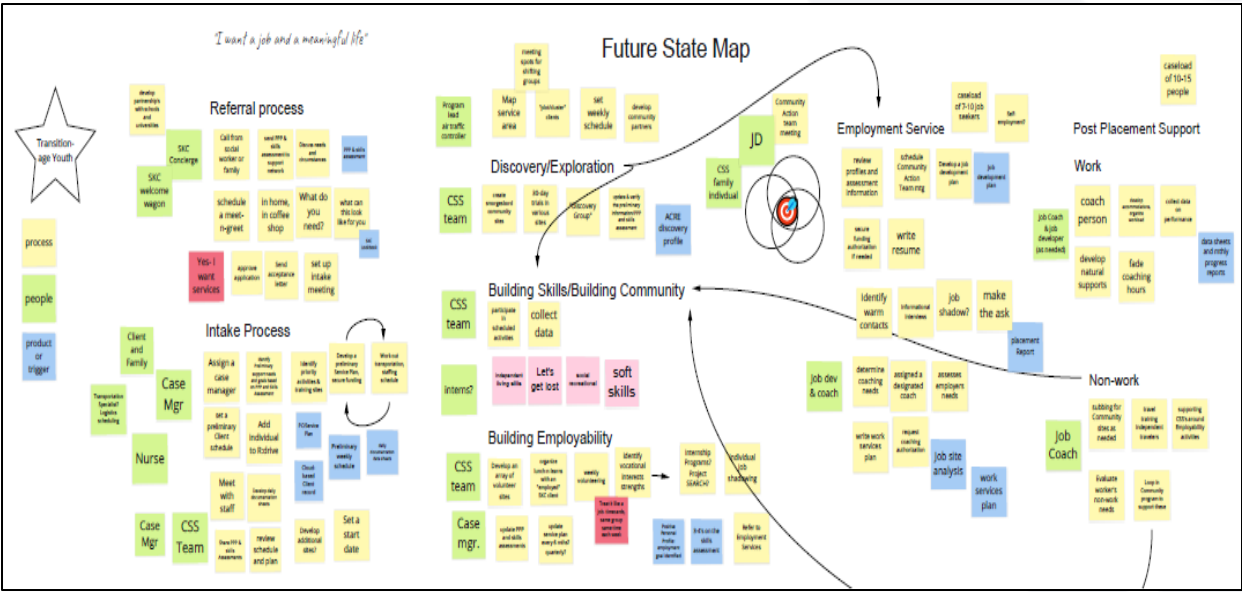


# Future State Map: A road map for change

Process

People

Products or Triggers



# Implementation/Action Planning



## Service Transformation Implementation/Action plan

### 3 to 5 year Goals:

- PROGRAM will reflect an **Employment First** philosophy and service approach.
  - A Discovery/exploration process will be used to develop placement and service plans.
  - All community placements and activities (work and non-work) will reflect the individual's passions, interests, current skill, support needs & identified themes
  - Training and individualized supports will be community-focused and include non-work services
- Increase Community Employment outcomes
  - Supported Employment Individual placements - Increase interest and/or community employment by 20% each year of the 3- year plan
  - Customized Employment placements – Encourage interest and increase community employment by 5% each year of the 3- year plan
- Increase community partners/sites by 20 a year
- Focus Community Day Services on employability and discovery (pathways to employment), participants will spend 10 hours per week in exploration, volunteer work settings and/or internships.
- Increase Staff Retention (Reduce turnover to 15% annually)

1. Increase and retain staff- and get the right people on the bus			
Activities	Person Responsible	Target Date	Notes/Status
1.1 Market "paid" internships to college students for summer youth employment program	Laura	June 2020	
1.2 increase "development and training opportunities for direct service staff	Kim, Managers, HR	June 20, 2019 Mar 31, 2019	Conferences, trainings, Community, Non-Voc

- Based on *Future State Map*
- Set concrete 3 to 5 year goals
- Strategic Planning and action planning document

# Service Transformation

Structure, Process & People

# Employment 1st: Service Transformation Guide

**employment**

Provider Transformation Manual 2.0

Task 2 Deliverable: Federal Policy Product

U.S. Department of Labor  
Office of Disability Employment Policy

Contract No. DOL-OPS-14-D-0005  
Order No. 1605DC-17-T-00070

October 10, 2018

Submitted to:  
Richard Davis, ODEP

Prepared by:  
Genni Sasnett, M.A.  
Rachel Pollock, J.D.

Submitted by:  
Economic Systems Inc.  
3120 Fairview Park Drive, Suite 500  
Falls Church, Virginia 22042  
703.642.5225  
www.econsys.com

- There is no one-size fits all answer
- Service transformation will look different for every agency
- <https://leadcenter.org/wp-content/uploads/2021/07/Provider-Transformation-Manual-2.0.pdf>

# Providing Individualized, Community-Based Services is “Different”

- A different Mindset
- A different approaches & methods
- A different infrastructure
- Different skill sets
- Different challenges & issues



# *Lessons Learned: Turning the Queen Mary*

- Find the people can help
- Set the new course
- Train the crew
- Start the turn slowly
- When set: Gun the engines

[https://econsys.adobeconnect.com/\\_a968322745/pehsusvgjlyc/?launcher=false&fcsContent=true&pbMode=normal](https://econsys.adobeconnect.com/_a968322745/pehsusvgjlyc/?launcher=false&fcsContent=true&pbMode=normal)



# Gaining Buy-in

Changing the mindset

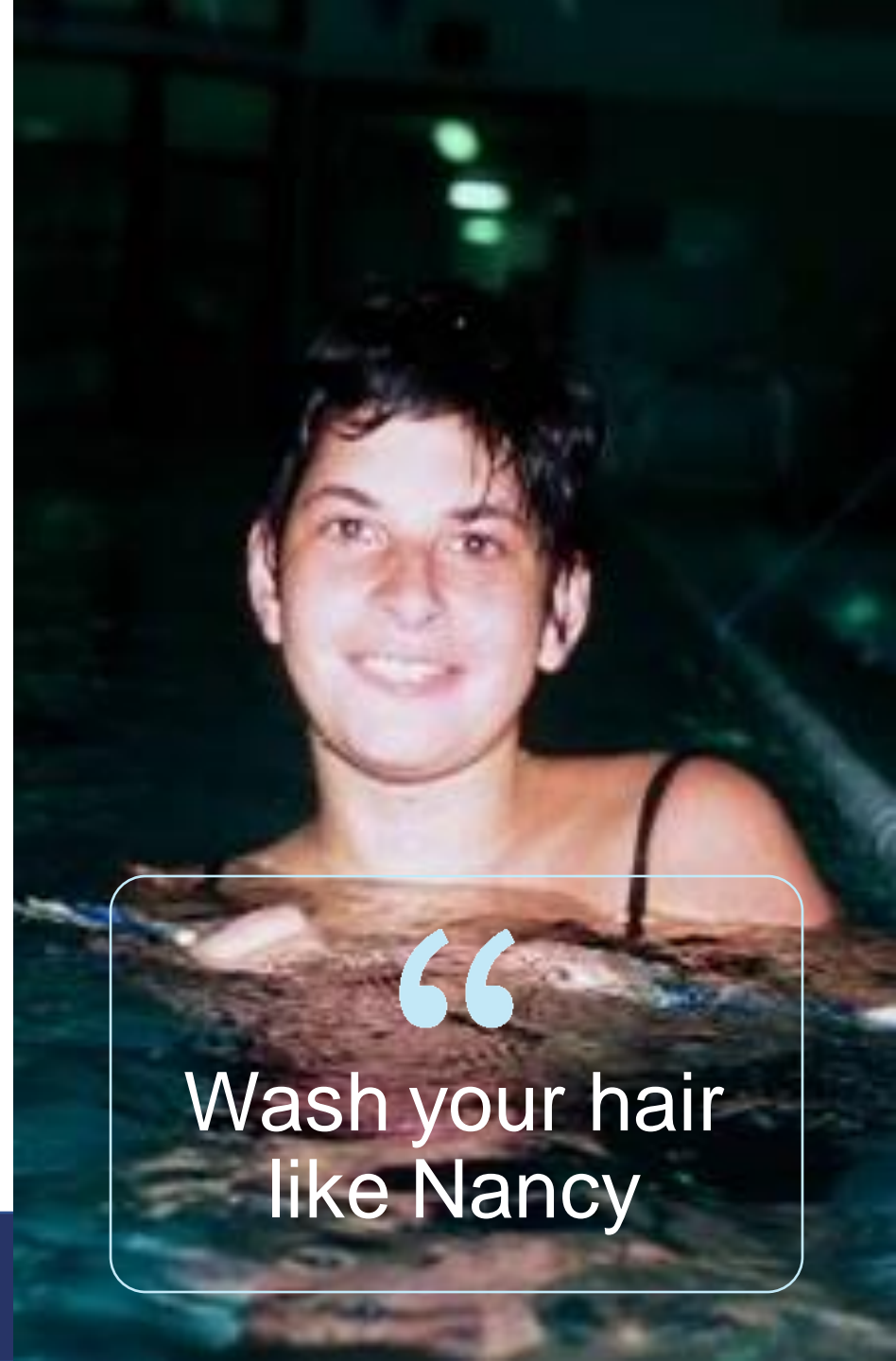
# Service Transformation: Gaining buy-in from Board and Staff

- Appeal to the “emotion”
  - *Positive Personal Profile*; what makes life meaningful
  - Starfire “How do you define your life?”  
<https://youtu.be/d3mgCFirtag>
- “Pioneers”, “wait-and-see’s” and “I’ll never go”. Work with the willing & get the right people on the bus
- Value Stream mapping
- Start small; then roll-up quickly
- *Employment Summits*, Local learning collaboratives to share ideas and successes



# Gaining Buy-In and Support from Families/Caregivers

- *Learn to listen- not lead*
- Create a family-led advisory committee/support group
- Start with a goal that will impact the family/caregiver's quality of life
- Provide services in the person's house or neighborhood
- Share successes



“

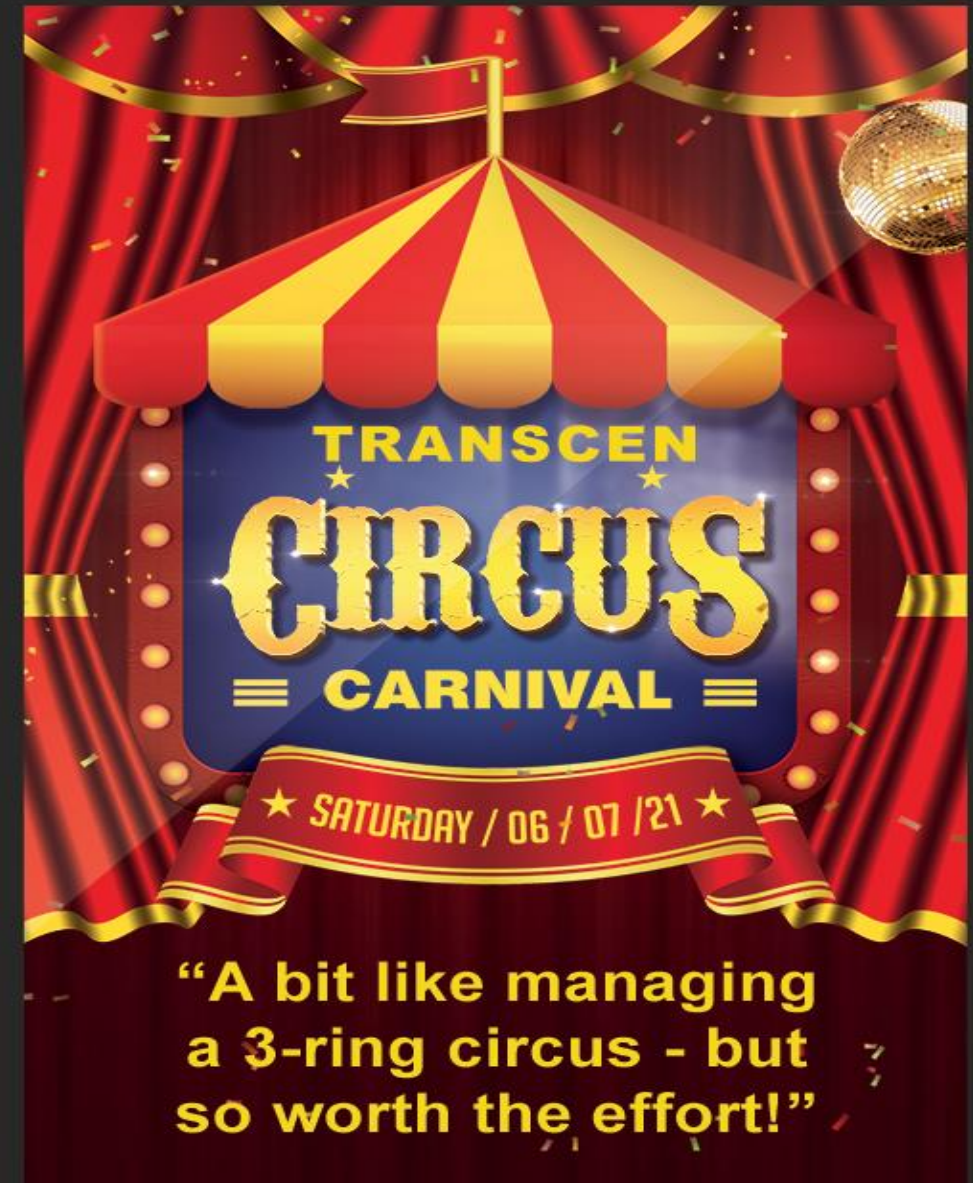
Wash your hair  
like Nancy

# Realigning Resources

There is no one-size fits all answer

# Community-Based Services *“Like Running the Circus”*

- Logistics: Scheduling, Staffing, Transportation
- Communication & managing community-based staff
- Safety, mitigating risk
- Measuring success/outcomes for individuals and the overall program
- Funding and accountability for braided services



# Base Camps / Site Locations?

- Urban/Suburban/Rural
- Plot and map: Where do people live? Where are things happening? Where can people get to/from?
- A central locale. Are hubs and/or satellite sites needed?
- Develop public “meeting/transfer spots” throughout your community



**WE ARE  
HERE!**

# Community-based Services: Managing the Logistics

- Requires a high degree of coordination
- Structure and consistency
- Communication is critical
- Remote access to information
- Map your Service Area
  - Public Resources/civic centers
  - Plot where participants live
  - Transportation routes/options
- Strategically develop community partners

“ Everyday we have lots of planes in the air ”

# Transportation

- Remember *“Independence”* is the goal
  - Use public resources and the individual’s personal networks whenever possible
  - Provider’s role: *“Transportation Planner”*, *“Provider of last resort”*
- Minimize the need for transportation:
  - Centralized program site, satellite locations
  - Establish meeting/transfer spots throughout service area
  - Cluster participants geographically
  - Hire staff who live in the area
  - Look for walkable locations near person’s home



# Staff Development and Training

Dream-makers, not care-takers

# Create a Flexible, Nimble Team

- Braided services, yet separate teams: Community and Employment Services. Others?
- Community Instructors are “eyes-on” & boots on the ground.
  - Call on them to write ISP’s, document services and develop community sites
- Cross-train job coaches, administrative staff to sub for Community instructors
- Create a pool of “Floaters” to:
  - break instructors for lunch
  - double staffing for intensive needs
  - provide 1:1 travel training to meeting sites or for one-off needs
- Get the right people on the bus





# The Right Person for the Job:

- Networkers, connectors, “People-people”
- Curious extraverts
- Natural Teachers
- Problem-solvers
- Community organizers
- People who live in the communities you serve

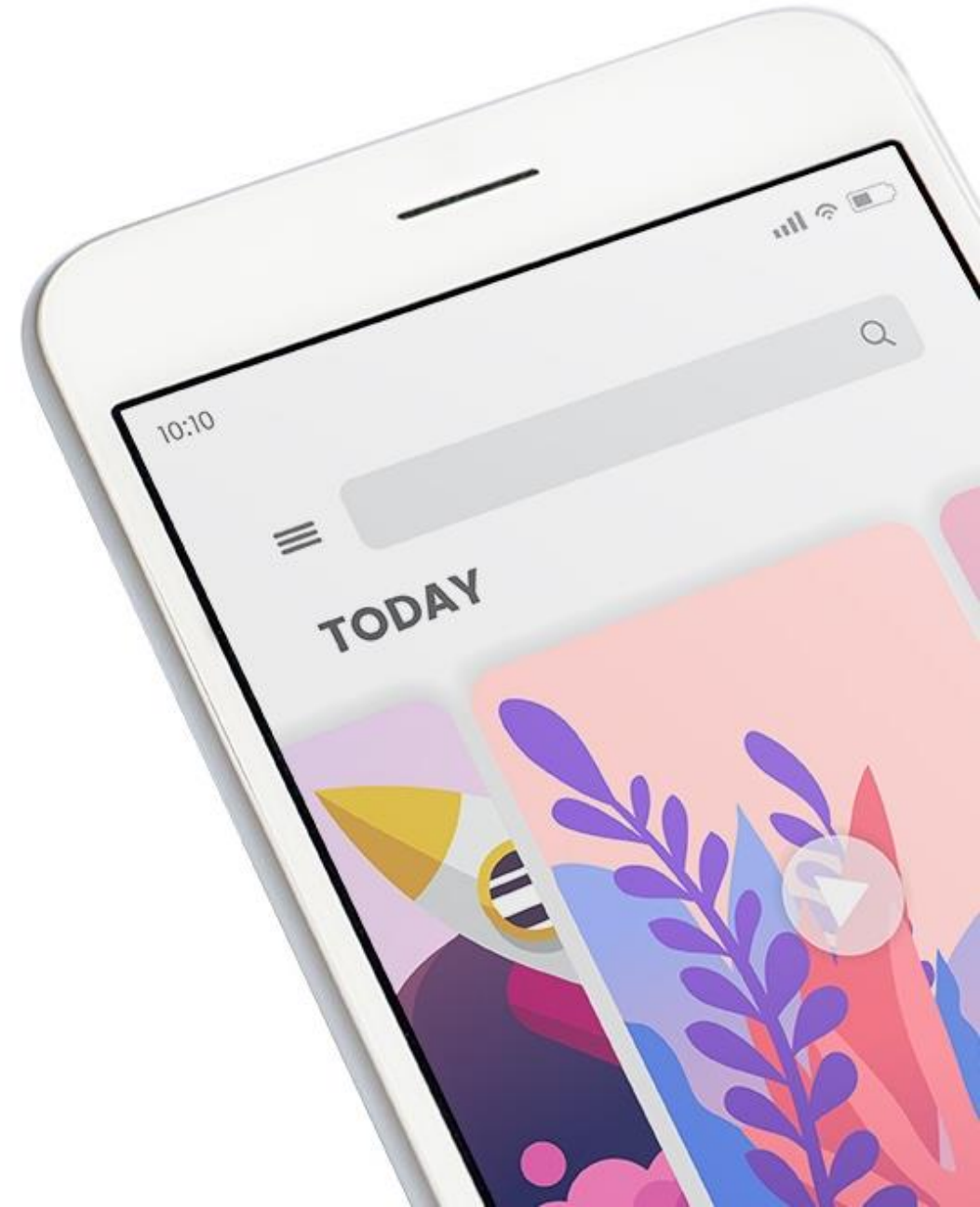
# Provide Necessary Training

- Person-centered planning methods
- Error-free Learning & Systematic Instruction
- Positive, behavioral management techniques
- Active listening
- Engaging with families, stakeholders and community partners
- *Customised Employment* methods



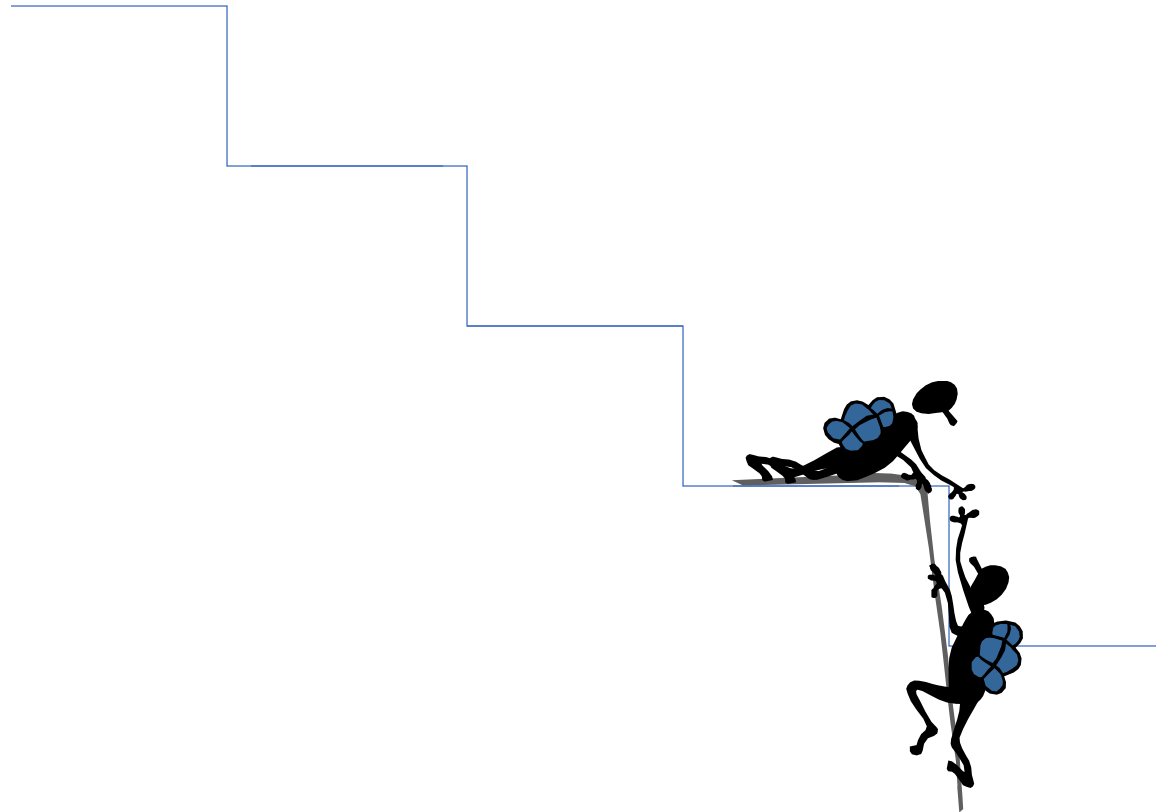
# Connect Your Team: Communication is Key

- All-Staff meetings 2x month if possible
- “Bring your co-worker to work day”/cross train staff
- Cell phones: critical tool/lifeline (for staff and participants)
- Weekly schedules printed and/or distributed via internet
- Cloud software for client records, schedules and daily documentation
- WhatsApp is the greatest!



# Process Improvement

Doesn't happen over night. It is never done.  
One step at a time.



# Questions?



*“...There comes a time when one must take a position that is neither safe, nor politic, nor popular – but one must take it simply because it is right.”*

– Dr. Martin Luther King, Jr.

# For More Information, Contact:

Sara Murphy  
TransCen Inc./Worklink  
785 Market Street, Suite 670  
San Francisco, CA 94103  
USA

[smurphy@transcen.org](mailto:smurphy@transcen.org)

415.979.9520

# About TransCen

TransCen, Inc. is a national organization offering web-based and in-person training for state agencies, school districts, provider organizations, and others interested in meaningful work and community inclusion for individuals with disabilities.

Learn more about our work:

[www.transcen.org](http://www.transcen.org)

Contact us at [inquiries@transcen.org](mailto:inquiries@transcen.org) for more information!

MEANINGFUL  
WORK

+

COMMUNITY  
INCLUSION



# Resources

- <https://leadcenter.org/wp-content/uploads/2021/07/Provider-Transformation-Manual-2.0.pdf>
- Life Skills Assessment Template
- Life Skills Assessment Factsheet
- Positive Personal Profile blank
- Positive Personal Profile example
- VSM Value Stream Mapping Service Transformation TCI 2022
- The Office of Disability and Employment webinar series for advancing Competitive Integrated Employment (Open Employment) in the USA at a systems, provider and individual level <https://www.dol.gov/agencies/odep/initiatives/advancing>
- Think Inclusion: Institute for Community Inclusion - <https://www.communityinclusion.org/>
- Lessons Learnt – Turning The Queen Mary [https://econsys.adobeconnect.com/\\_a968322745/pehsusvgilyc/?launcher=false&fcsContent=true&pbMode=normal](https://econsys.adobeconnect.com/_a968322745/pehsusvgilyc/?launcher=false&fcsContent=true&pbMode=normal)