

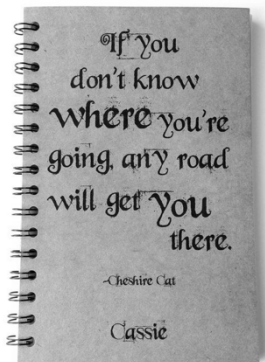
Preparing for the Future

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Issues

- Uncertainty
- Changing Expectations
- Service Approaches
- Economic Factors (employment)



Uncertainty

- Fragile systems and uncertain futures
 - Medicaid (HCBS)
 - Vocational Rehabilitation (Dept. Of Education)
 - School to Work (IDEA)
 - Workforce Investment Opportunities Act
 - Social Security
 - Employment
- Federal, State and Local Legislation

HCBS

- Took effect in March of 2014
- Requires that all HCBS settings must:
 - Be integrated and facilitate full access to the greater community
 - Optimize autonomy and independence in making life choices
 - Be chosen by the individual from among residential and day options including non-disability specific settings

HCBS Rule, Continued

- HCBS settings must:
 - Ensure the right to privacy, dignity, respect and freedom from coercion and restraint
 - Provide an opportunity to seek competitive employment
 - Provide individuals an option to choose a private unit in a residential setting
 - Facilitate choices of services and who provides them

Also

- The rules establish detailed person-centered planning requirements
- The rules focus on the experiences of HCBS participants and require that they have the same degree of access to their communities as their neighbors
- States have until March 17, 2019 to meet the new settings requirements.
- States were required to submit a transition plan to CMS by March 15, 2015

Employment and Day Programs

- Any non-residential settings, including employment settings and day programs must be assessed using the same criteria that apply to all other settings.
- Specifically does the program have characteristics that isolate participants from the broader community?
- In other words, do participants have the same level of access to their community as individuals who do not receive Medicaid?

Employment and Day Programs

- If these factors are not in place, the state must indicate how these characteristics will be addressed in the state's transition plan
- CMS has also noted that pre-vocational services need not be facility-based and may be offered in a variety of settings in the community

WIOA

- Seeks to help people succeed in competitive, integrated employment
- Increases opportunity for and access to:
 - Employment
 - Education
 - Training
 - Support Services
- Limits the use of sub-minimum wage

WIOA – Section 511

- Requires that people understand, explore and work toward competitive employment before they choose to earn subminimum wages
- Requires that people who earn subminimum wages regularly have an opportunity to revisit their choices
- This affects every person who is currently paid a subminimum wage or wants to work for subminimum wages

Informed Choice

- VR Agencies are required to engage people with disabilities in an informed choice process that prioritizes integrated work in the community that pays at least the federal minimum wage
- Before a person can be paid a minimum wage, the subminimum wage employer must have written documentation that the person has been engaged in the informed choice process

So What?

- There are unlimited ways in the world to make a living and state plans and demographics only list a few
- Helping people succeed in employment and community living is accomplished one person at-a-time
- The future requires service providers to examine their business practices, organizational structures, and spending habits to be successful

What Can You Do?

- Effective change is accomplished over time
- Start with small, steady steps
- Budgets speak volumes about values
- Know the rules
- Stay informed
- Change is inevitable

Resources

- HCBS
 - <https://www.medicaid.gov/medicaid/hcbs/guidance/index.html>
 - <https://health.wyo.gov/behavioralhealth/dd/waivers/>
- WIOA
 - <https://www.doleta.gov/wioa/>
 - <https://www2.ed.gov/about/offices/list/osers/rsa/wioa/state-plans/wy.pdf>

Changing Expectations

People with Disabilities

- People want to be included in the everyday fabric of community life
 - Work
 - A place to live
 - Things to do
 - Ways to get there
 - Creature comforts
- More and more young people are rejecting the idea of congregate, segregated settings
- People want to be like everyone else

Families

- Families want their loved ones to lead productive lives that include employment
- Families want their loved ones to be safe and have a positive future
- Families want their loved ones to be healthy
- Families want their loved ones to be happy and to have friends
- Families are uncertain about the future

Schools

- Schools are expected to prepare students for future employment
- Post-secondary segregated settings are frowned upon
- It is an overwhelming task
- Schools need to break out of the stereotypical work experiences (The 5 Fs of SE)
 - Food
 - Flowers
 - Filth
 - Filing
 - Fetching
- Schools are encouraged to partner with adult agencies to ensure a smooth transition into employment

Funders

- Person-Centered approaches are being emphasized more than ever
 - Person-Centered Planning
 - Person-Centered Thinking
 - Discovery and Customized Employment
- Employment First
 - Regular employment as the first option for people with disabilities
 - Policies that promote employment
- Smaller, community-based settings
 - Employment
 - Living
 - Recreation

The Community

- People with disabilities are more visible and present these days
 - Employment
 - Social and recreational activities
 - Neighbors
 - TV and entertainment
 - Political activism
- There is a shortage of workers in the US
- More people with disabilities are available to fill available jobs

Service Approaches

Into the Community

- Individualized Services v. Congregate Settings
- Discovery and Customized Employment
- Supported Employment
- Self-Employment (Micro-Enterprise)
- Home Ownership
- Transportation Resources
- Consumer Directed Options

***Changing Expectations Require
Organizations to Change Their
Methods and Models***

Building a Responsive Organization

- ### First Steps
- Own Your Problems
 - You may not responsible for the past
 - Commit to solve the problem
 - Changing the Culture
 - Language
 - Everyone CAN work
 - Adopt professional standards
 - Develop a set of Service Principles
 - Develop a set of Operational Principles

Community Involvement Programs
Employment and Community Supports

Service Principles

- The best places to learn how to live and work in the community are in the community.
- Our buildings should be places for people to come and go - not stay.
- New people who come here should not get comfortable here.
- We shouldn't provide things here that exist naturally in the community.
 - Work
 - Recreation
 - Eating Places
 - Love and Affection
- Smaller is better.
- We should never make the people we support look incompetent in the community.
- Being close to people most of the time leads to inclusion.

Operational Principles

- Manage our Money
- Wages and Groups
- Reluctantly Compromise
- Communication and Relationships
- An Eye to the Future
- Hire “Who” not “What”
- Hold Each Other Accountable
- Celebrate and Acknowledge Good Work

Building a Responsive Organization

- Change comes from the top and is sustained by leaders.
- You can't expect different outcomes by doing what you've always done.
- Show me your budget and I'll tell you what you value.
- Control what you can control – three areas of resources in every business
 - Financial
 - Material
 - Human

Building a Responsive Organization

- Invest time and resources into Discovery-Based Employment practices.
- Stop selling and start listening.
- Build your social capital at all levels.
- Explore traditional and non-traditional sources of revenue.
- Assistance not assessment

Building a Responsive Organization

- Do it one person at a time, and do it a lot of times until you're done. You'll get better at what you do.
- Start small – clear the path. Don't get stuck in planning, processing and waiting for the time to be right for change. Take initial steps and they will lead to answers and next steps.
- Deal in actions (verbs should be active not passive).
- You can't succeed without others (teams)

Building a Responsive Organization

- Hire for what you want to become, not for who you are right now. Future hiring is based on values based questions that will ensure continuity of change based on hiring the "right people."
- Commit to ongoing staff training, mentoring and one-on-one learning models.
- It is difficult to live in two worlds at the same time – commit to one.
- Focus on supports and not so much on services.

Building a Responsive Organization

- During transition from facility based to community based, there are perils of facilitating change when there are dual services (i.e. tradition facility and progressive community based). Stay focused.
- Honor the past but commit to the future.
- No doesn't always mean no – sometimes it means "Know" – other times it means "Not Now."
- Clear open communication is key. You cannot communicate too much.

Organizational Structures


- Responding to change will require revamping your organizational structure
- Reduce non-revenue associated positions
 - Management
 - Clerical
 - Non-essential roles
- Explore and invest in technology
- Increase wages for the people who are closest to the people you support

Budgets

- Your budget and how you spend your resources speak volumes about your values
- Buildings are budget killers
- Reduce the amount of “stuff” you have and invest the savings in people
- We are creatures of habit – spending and budgets are habitual
- Slay a sacred cow or two

Building a Responsive Organization


- Values are the linchpin of the change process and the yardstick to determine the future and daily decision-making.
- Commitment to change must persevere through thick and thin and be grounded so that when things such as budgets cuts and other factors not in our control rear their ugly heads we do not revert to old ways but stay true to the values and innovations. Plan for the worst but expect the best.
- Stay focused on outcomes.



***The moment you
tell yourself
you can do it,
you can.***

Home Depot Commercial

Remember!



**You are the
leaders you've
been waiting for.**

Mabel Thomas

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