Transformation of Center Based Services

Agenda

1. Where We Started
2. Glimpse into our Strategic Process
3. Where We Ended Up
4. Lessons Learned
45 Years of Evolving Employment Services

1969-Launched Center Based Employment
1974-Contracts with Federal Government/AbilityOne
1979-Group Supported Employment-Enclave/Mobile Crews
1980-Competitive Placement Model
1982-Affirmative Business-Medical Supplies CP&S
1988-Individual Supported Employment Model
1997-Closed DMH Sheltered Workshop and launched SEE Program
1997-Implementation of ISP Evidence Based Practice
2004-Purchased a for profit Social Enterprise FM&M
2007-Development of Career Recovery Initiative – Career Ladders
2007- Landscaping Services to Scale in the Commercial Market

WORK INC. Employment Services
Active Census, July 2013, N=288

- Developmental: 53%
- Physical: 13%
- Psychiatric: 10%
- Blind: 24%

WORK INC SERVICE TRANSFORMATION PROCESS
CALL TO ACTION

In 2009, The MA Department of Developmental Disabilities rebid all its contracted employment services:

- Develop alternatives to Sheltered Workshops
- Submit plan to DDS by 6/30/2010

First Attempt at Change

- FY'2010- Year long Transformation Steering Committee Meetings
  - Identified areas of internal disagreement
  - Identified internal and external obstacles/challenges
  - Piloted mini demonstration projects within WORK inc to demonstrate success to ourselves
    - Customized School to work transition
    - Met with customers to attempt to change the sales proposition
  - Produced a first draft working plan to move forward that didn’t really change anything.

- What did not happen
  - Identify future opportunities and possibilities
  - Identify new entrants (competitors) to the field

“Neither RedBox nor Netflix are even on the radar screen in terms of competition,”
Blockbuster CEO Jim Keyes
WORK Inc. Challenges

Successful companies tend to fall into three traps:

1. **Physical Trap**: Big investments in old systems or equipment prevent the pursuit of fresher, more relevant investments.
   - New 150,000 sq. ft. building in Dorchester
   - Old 50,000 sq. ft. building in New Bedford

2. **Psychological Trap**: Companies fixate on what made them successful and fail to notice when something new is displacing it.
   - Commercial agenda versus Social agenda

3. **Strategic Trap**: Company focuses purely on the marketplace of today and fails to anticipate the future.
   - Constrained by our success

Some unlucky companies manage a trifecta and fall into all three traps.

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Vijay Govindarajan, a professor at Dartmouth’s Tuck School of Business and co-author of *The Other Side of Innovation*
Engaged a Strategic Planner through New Sector Alliance
Commitment to a Transparent and Inclusive Process
Separated Operational Meetings from Strategic Planning Meetings
Input from Staff, Individuals, Families and Stakeholders throughout process
Communication at all Phases to Staff, Individuals and Families

Key question for this year:

How can Work Inc. build a best-in-class employment services model that shifts the national paradigm around the employability of individuals with disabilities?
Key Question: How can Work Inc. be “best-in-class” in employment services?

**Issues**
- What is “best-in-class”?
- How effective is current programming?
- How does Work Inc. get from here to there?
- What resources does Work Inc. need to support this direction?

**Obstacle**
Uncertainty about what “best-in-class” means

**Solutions to consider**
- Track “job quality” outcomes and make improving them high priority
- Target transition-age youth
- Work closely with businesses/higher-ed on new programming
- Increase non-gov’t revenue and “braiding” of funding streams

**Potential Solutions**

Internal Questions We Needed to Answer

- **Program**
  - How effective is Work Inc.’s current employment-services model?
  - How can Work Inc. leverage its employment services model to make a bigger impact on the national paradigm?
  - What is Work Inc.’s target population?
- **Organization**
  - Does Work Inc. have the organizational capacity to execute a significant growth or advocacy initiative?
- **Financial**
  - Does Work Inc. have or could it acquire the financial resources to fuel the kind of impact to which it aspires?

- Are we missing any other big questions about Work Inc. itself, which are necessary to explore before answering our key question?
External Questions We Needed to Answer

- Landscape
  - How can Work Inc. capitalize on changes in the human services landscape?

- Government
  - How should Work Inc. position itself in light of the government’s role in human services?

- Funding
  - What are the major trends in the funding landscape for human services?

- Are we missing any other big questions about the external environment, which are necessary to explore before answering our key question?

We conducted a Voice of Stakeholders analysis to inform the following 3 questions:

- What does “best-in-class” look like in employment services for individuals with disabilities?
- How effective is Work Inc.’s current programming?
- How does Work Inc. become “best-in-class”?

We asked these questions:
- To the Individuals Served
- Families
- Funders
- Our Competitors
- National Experts in the Field
Work Inc.’s employment programming received mixed reviews

An AHA Moment!

- Some of Work Inc.’s employment programming is viewed as innovative or strong relative to competitors (Supported Employment, AbilityOne), but some people associate Work Inc. almost exclusively with center-based employment:
  - “Work Inc. has an advantage in AbilityOne because they know how to serve the customer and they know how to take on the most complex projects and contracts.”
  - “Does Work Inc. have supported employment? I wasn’t sure. I just knew that they have the work center.”
  - “If Work Inc. wants to move to the front of the pack and be viewed as cutting edge, it shouldn’t be operating a work center. Nationally things are moving in the opposite direction. It’s a question of being responsive, and being dragged along by your funding source, or being progressive and proactively shaping practice.”

Strategic planning process will require addressing four major questions

- **Intended Impact**
  - Which results will we hold ourselves accountable for?

- **Theory of Change**
  - How will we achieve these results?

- **Capital**
  - How much will these results cost, and how can we fund them?

- **Talent**
  - How do we build the organization we need to deliver results?

Maximize transformation of scarce resources into social impact

Strategic Clarity
Questions to start the discussion on Work Inc.’s Intended Impact and Theory of Change

Who you wish to benefit?
- Age
- Geography
- Disability status
- Other

Who does this definition force you to exclude?

What outcomes do you want to hold your organization accountable for achieving for this group?

What can you measure to know and demonstrate you are achieving these outcomes?

Why do these successful outcomes currently not exist?
- What are the core obstacles to achieving these outcomes?
  - What absence creates these obstacles?
  - What exist that creates these obstacles?

What actions do you believe you can take to successfully address these obstacles? Why?

What existing evidence is there that these actions lead to your target outcomes?

Stakeholders’ answers gave Work Inc. clarity about how to become “best-in-class”

What does “best-in-class” look like in employment services for individuals with disabilities?
- Outcomes are the determining factor of program quality, not program model

How effective is Work Inc.’s current programming?
- Some of Work Inc.’s programming is viewed as innovative (Supported Employment, AbilityOne)
- However, influential stakeholders have a negative perception of center-based employment; DDS wants to move funding away from this model as early as FY13
- Lack of clarity around the agency’s goals in employment programming is an obstacle

How does Work Inc. become “best-in-class”?
- Track job quality on an organization wide basis; compare Work Inc.’s results with state and national benchmarks
- Explicitly target the transition-age population
- Work more closely with the business and educational communities on more integrated programming options
A data point to consider

Unbundle the Costs

Employment-Services  |  Center-Based (Combined)  |  Commercial

- $3,000,000.00
- $2,500,000.00
- $2,000,000.00
- $1,500,000.00
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- $1,000,000.00
- $1,500,000.00
- $2,000,000.00
- $2,500,000.00
- $3,000,000.00

Profit (Loss)
Cost
Ultimately, a decision will need to be made about Work Inc.’s II/ToC. RAPID is a service mark of that firm.

![Intended Impact/ Theory of Change Workshop](image)

**Input**
- Provide input to a recommendation

**Recommend**
- Gather relevant facts and apply judgment to recommend a decision or action

**Decide**
- Make the final decision - "commit the organization to action"

**Agree**
- Formally approve a recommendation

**Perform**
- Be accountable for making a decision happen once made

**WORK Inc.’s Value Proposition to Raise the Employment Rate for Individuals with Disabilities**

- Placements into High Quality Jobs
  - Supported Employment
  - AbilityOne
  - Transition Program
- Creation of High Quality Jobs
  - Social Enterprises
- Higher Employment Rates for Individuals with Disabilities
  - In Massachusetts
  - Nationally
Pressure Testing Option 2

**Question**
- Is it linked in a compelling way to your mission/vision for social change?
- Does it specify the outcomes you seek to create for your beneficiaries?
- Does it articulate clear outcomes for which Work Inc. can be held accountable?
- Does Work Inc. have the capacity (or can it build the capacity) to measure performance?
- Does it help managers make decisions on program focus and resource allocation? Or is your II/ToC so broad it is “all things to all people” (a common problem with mission statements)?
- Does your II/ToC identify gaps in activities that Work Inc. (or a partner) would need to fill to make achieving these outcomes possible?
- Does it identify existing programs/services that are extraneous to your II/ToC?
- Is it realistic and achievable?
  - What assumptions did you make about how activities translate to outcomes? Are they realistic, supported by data?
  - Beyond gaps in programs/services that must be filled, is the scope of this II/ToC within the capabilities of your existing organization and staff. If no, what will it take to close that gap, and is that reasonable?

**Answer**
- Yes
- Yes
- Yes
- Yes
- Maybe (key question?)
- Yes
- Yes – assessment
- Maybe (key question?)
- Yes
- Yes
How would Work Inc. be different?

Implications of Option #2

- Work Inc. is prioritizing its vocational rehabilitation model
- Work Inc. may continue to operate other program areas, but is utilizing its most precious resources to build a reputation as an evidence-based, best-in-class provider of employment services
- This theory of change places employment at its center and is consistent with the agency's roots and its current mission
- Work Inc. is invested in developing an “influence-agenda” to demonstrate the benefits of increasing government spending on employment services and skills training.

WORK Inc.’s Intended Impact:

- 251 new job placements per year by 2016
- Average wages for individuals equal to or above living wages
- Average hours worked per week of 25 hours
- Job placements into the most integrated settings possible
- 15 individuals per year will reduce or move off of Social Security Insurance (SSI) or Social Security Disability Insurance (SSDI)
• Need a well thought out plan

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Execution of the Plan!
Find and relocate the program to a more integrated environment. Do real estate tours with family members.
Execution of the Plan!

Do real estate tours with family members.

Execution of the Plan!
## Outcomes to Date

**FY'2011**
- Comprehensive Strategic Plan
- One Page Two Sided Synthesis of Plan
- Execution of Internal and External Communication Plan
- Selection of Outcome Management System
- Development of Service Models (“Best In Class”)
- Development of Transition Plans and Timelines

**FY'2012**
- Closed New Bedford Center Based Employment
- Launched (2) Community Based (ISE and CBDS) New Bedford and Wareham
- Branding Manual, Templates and Messaging
- Implementation of Salesforce-Outcome Management System
- 50 Job Placement Outcomes (15 DDS)
- Developed and launched CBDS-Dorchester
- Aligned our School to Work Services with Strategic Plan

## Outcomes to Date

**FY'2013**
- 90 Job Placement Outcomes (31 DDS)
- Individuals in Center-based Employment (24-down from 265)
- Reallocation of funding
- Braiding funding strategies (Ticket to Work)
- Building a more Robust CBDS- Volunteer, Internships etc...
- Adopting Enhanced Discovery
- National Certification of Job Developers (CESP)
- Launch of e-Academy
- Awarded National Pathways to Career Demonstration Project
Closing the Opportunity Gap
through EXCEPTIONAL WORK and SUPPORT SERVICES

OVER 200 Job Placements per Year by 2016
- WORK Inc. will expand the number of individuals with disabilities who achieve full-time, supportive employment.
- All participants in the new program will benefit from the new opportunities.

Social Enterprises as ENGINES for Job Creation
- WORK Inc. will expand its social enterprises to create jobs for individuals with disabilities.
- The new social enterprise will focus on providing services that benefit the community.

Use Data to Drive Improvements in Service QUALITY
- WORK Inc. is committed to delivering measurable results for its clients and is focusing on improving service delivery.
- The new data collection tools will allow for more accurate tracking of service outcomes.

Maintain Financial Strength to Ensure HIGH-QUALITY Programming
- WORK Inc. is committed to maintaining financial health to ensure its clients receive high-quality services and facilities.
- The new financial management tools will help ensure the organization can continue to provide high-quality services.

ALIGN Organizational Performance with Strategic Goals
- WORK Inc. is committed to aligning strategic planning with the organization's goals.
- The new strategic planning tools will help ensure the organization can continue to provide high-quality services.
Lessons Learned

Change is hard work
If you ask a question be willing to listen to the answer
Create a culture that values change
People will adapt with support and training
Unified framework to operationalize your mission
Benchmark- Seeing is believing
Reward service excellence

“Your success in life isn’t based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business.”

Mark Sanborn
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