



Closing the Opportunity Gap *through*  
EXCEPTIONAL WORK *and* SUPPORT SERVICES

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## Transformation of Center Based Services



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### Agenda

1. Where We Started
2. Glimpse into our Strategic Process
3. Where We Ended Up
4. Lessons Learned



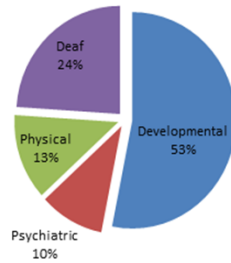
## 45 Years of Evolving Employment Services

- 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

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



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## CALL TO ACTION

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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

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### 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 verses 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.

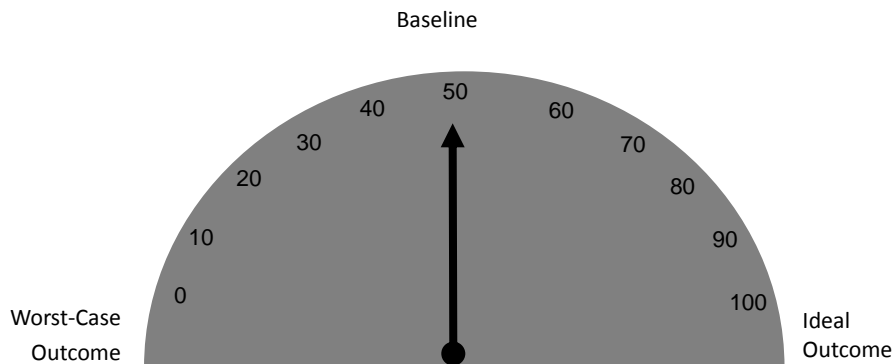
Vijay Govindarajan, a professor at Dartmouth's Tuck School of Business and co-author of [The Other Side of Innovation](#)

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How can Work Inc. achieve breakthrough impact for its target population? What could Work Inc. do that would move the dial *the most* to the right?



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- 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 Questions

## 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?



## External Questions We Needed to Answer Key Questions

- 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?



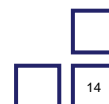
Voice of Stakeholders

### **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



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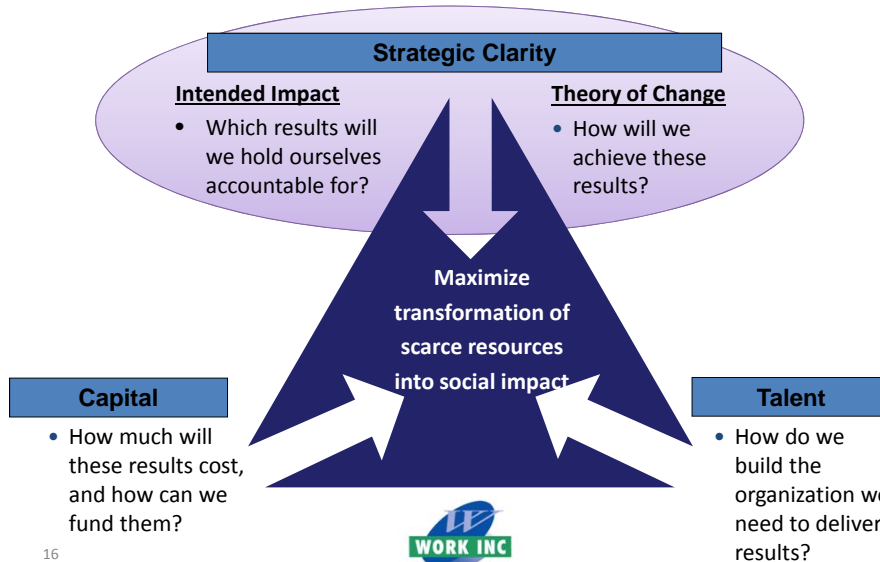
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## Work Inc.'s employment programming received mixed reviews

### 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





## Questions to start the discussion on Work Inc.'s Intended Impact and Theory of Change

Who

- Who you wish to benefit?
  - Age
  - Geography
  - Disability status
  - Other
- Who does this definition force you to exclude

Why?

- 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?

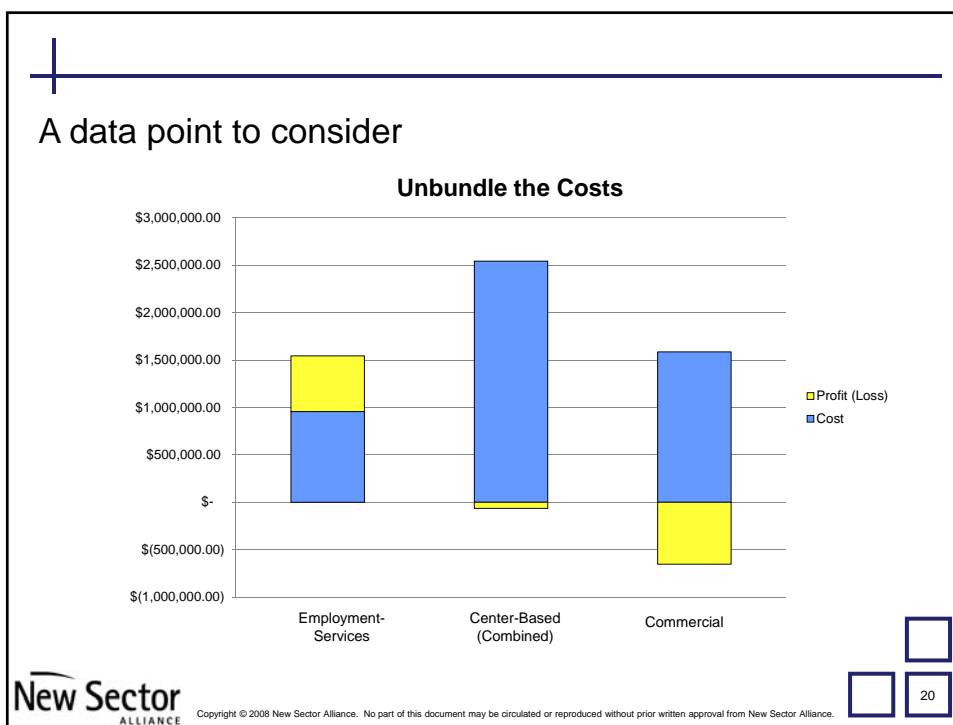
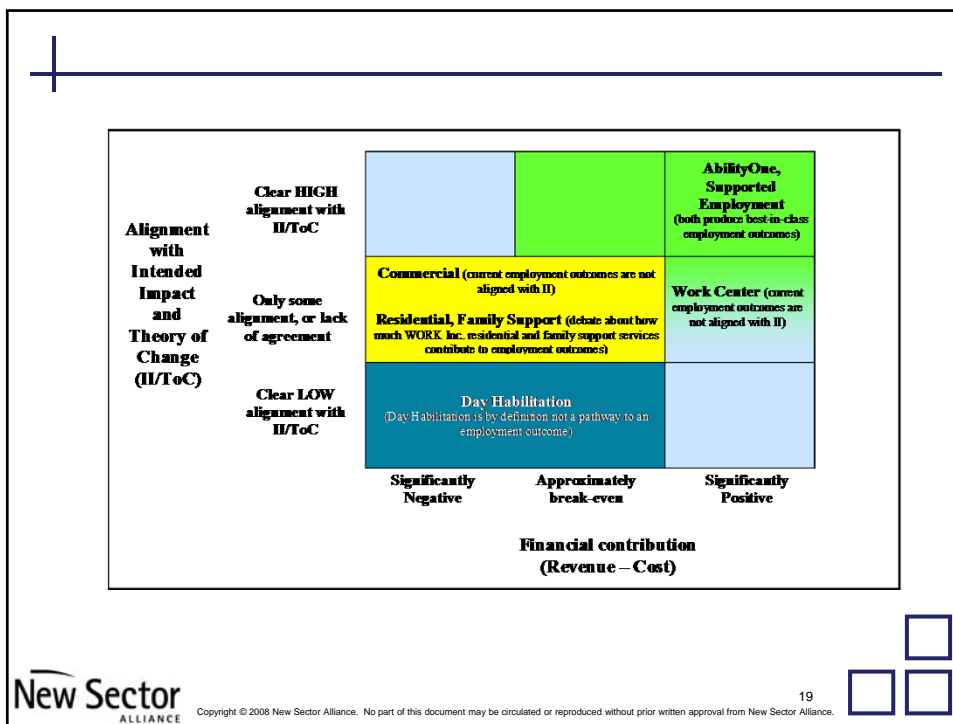
- What outcomes do you want to hold your organization accountable for achieving for this group
- What can you measure to know and demonstrate you are achieving these outcomes?

How?

- 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



*Intended Impact/ Theory of Change Workshop*

**Ultimately, a decision will need to be made about Work Inc.'s II/ToC. RAPID<sup>(sm)</sup> can help us be transparent about how that decision will be made**

The RAPID process is depicted as a cross-shaped diagram with five colored boxes:

- Recommend (Orange):** Gather relevant facts and apply judgment to **recommend** a decision or action.
- Decide (Green):** Make the final **decision** - "commit the organization to action".
- Agree (Red):** Formally **approve** a recommendation.
- Perform (Blue):** Be **accountable** for making a decision happen once made.
- Input (Yellow):** Provide **input** to a recommendation.

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Note: RAPID was developed at Bain & Company and is a service mark of that firm.

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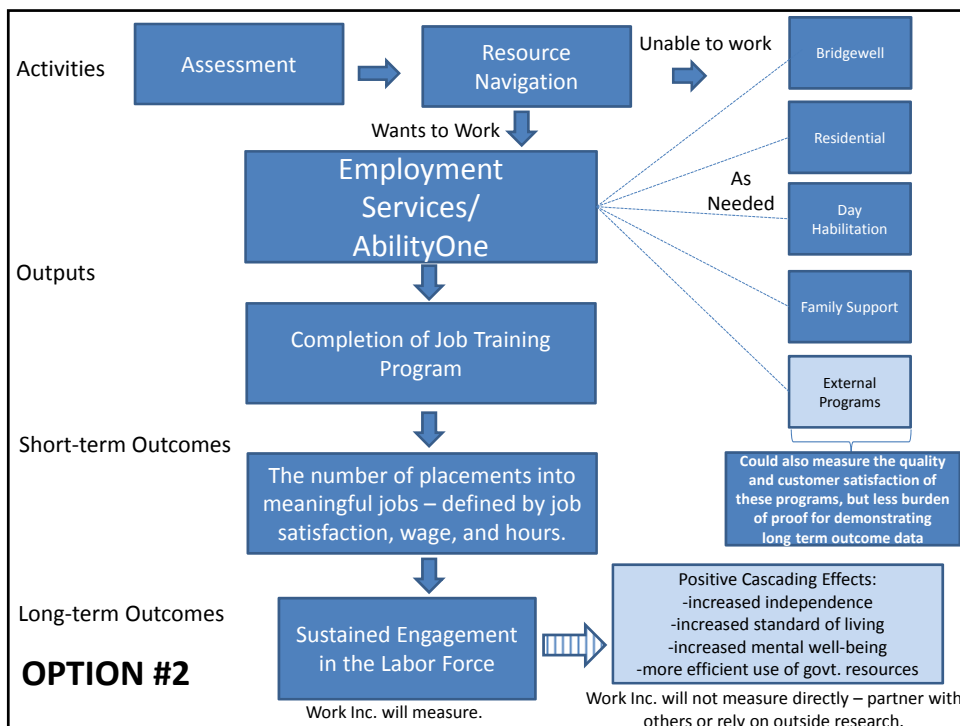
**WORK Inc.'s Value Proposition to Raise the Employment Rate for Individuals with Disabilities**

The value proposition flowchart consists of three main components:

- High Quality Support Services:** A vertical bar on the left.
- Placements into High Quality Jobs:** A blue arrow pointing right, containing:
  - Supported Employment
  - AbilityOne
  - Transition Program
- Creation of High Quality Jobs:** A dark blue arrow pointing right, containing:
  - Social Enterprises
- Higher Employment Rates for Individuals with Disabilities:** A green box on the right, containing:
  - In Massachusetts
  - Nationally

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### Evaluating Options for II/ToC

## Pressure Testing Option 2

Question	Answer
• Is it linked in a compelling way to your mission/vision for social change?	Yes
• Does it specify the outcomes you seek to create for your beneficiaries?	Yes
• Does it articulate clear outcomes for which Work Inc. can be held accountable?	Yes
• Does Work Inc. have the capacity (or can it build the capacity) to measure performance?	Maybe (key question?)
• 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)?	Yes
• Does your II/ToC identify gaps in activities that Work Inc. (or a partner) would need to fill to make achieving these outcomes possible?	Yes – assessment
• Does it identify existing programs/services that are extraneous to your II/TOC?	Maybe (key question?)
• Is it realistic and achievable?	
– What assumptions did you make about how activities translate to outcomes? Are they realistic, supported by data?	Yes
– 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?	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.

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### WORK Inc.'s Intended Impact:

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- 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

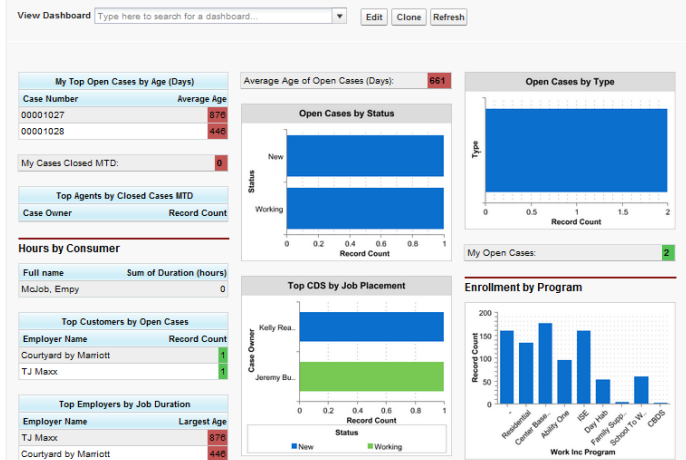
PROJECT	June	July	August	September	October	November	December	January	February	March	April	May	June	RESPONSIBILITY
Engage Consultant	1st													James Cozzetta
Stakeholder Input														
Family Focus Meetings	7th	15th	22nd completed											Jeff, Jim, Sharon, Tracy
Staff Focus Meetings	7th	15th	22nd completed											Jeff, Jim, Sharon, Tracy
Individuals Served Meetings	7th	15th	22nd completed											Jeff, Jim, Sharon, Tracy
SDS Focus Group	7th	15th	22nd completed											Jeff, Jim, Sharon, Tracy
Present preliminary plan			30th											Jeff, Jim, Sharon, Tracy
Program Design														
Planning Meeting		15th												Jeff, Sharon, Tracy
Person Centered Planning Training		15th												Jeff, Tracy, Kate
Redraft Budget					31st									Sharon Tracy, Jim, David
Build program model					31st									Jeff, Sharon, Tracy, Jim
Review plan based on feedback														Sharon, Tracy
Align staff resources with model														Tracy, Sharon, David
Hire Staff														Tracy
Train Staff														Tracy, Sharon
Implement program model														Tracy
Community Outreach														Tracy
Align Collaborations														Tracy, Sharon
Facility														
Repair pavement in existing lot														Jim, Tracy
Meet with MI Mayor														Jim, Sharon, Tracy
Secure Warehouse Site														Tracy, Sharon
Site re-eval downtown location			1st		30th									Tracy
Transition of Title-Set Work	1st													Al, Dean and Dennis
Marketing & Outreach														
Re-eval work area programs														Tracy, Sharon, Jeff
Design & produce marketing material														Marketing Task Force Team
Develop outreach plan														Tracy, Sharon
Business Networking														Tracy, Dennis, Staff


## 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!





## Outcomes to Date

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**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

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## Outcomes to Date

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**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





**“ It is the mission of WORK INC. to ensure that all individuals with disabilities have the ability to grow, the right to make choices, access to education, and the opportunity to participate in community life via meaningful work. ”**

## Closing the Opportunity Gap

through **EXCEPTIONAL WORK** and **SUPPORT SERVICES**

WORK INC. FY12-FY16 STRATEGIC VISION

**www.WORKinc.org**

Founded in 1965, WORK Inc. is New England's leading agency providing the skills and supportive services needed to help individuals with disabilities achieve their career and life goals. Since its inception, WORK Inc. has been nationally recognized for developing innovative community based programs for individuals with disabilities.

As we approach our 50th anniversary, our new Strategic Plan renews our commitment to being best-in-class in the employment services field. It also maintains our steadfast dedication to producing high-quality outcomes for our clients across all WORK Inc. program areas, including Residential, Day Habilitation, Family and Clinical Support.

We hope you will join us in helping close the opportunity gap for individuals with disabilities.


PHOTO: PARTICIPANT IN THE ADULTS ONLY NETWORK OF SERVICES

**GOAL 1** **OVER 200 Job Placements per Year by 2016**

- WORK Inc. will nearly triple the number of individuals with disabilities it places into jobs by 2016.
- To accomplish this goal, the organization will expand its Supported Employment and AbilityOne programs.
- It will also pilot and scale a new high-school program model based on best practice.

**GOAL 2** **Social Enterprises as ENGINES for Job Creation**

- WORK Inc. will use Social Enterprises to create jobs for individuals with disabilities.
- By operating several businesses, WORK Inc. will create a diverse range of high-quality jobs for its clients and generate income that will be reinvested in mission-related support services.



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**“ Work is the great equalizer. ”**  
JIM CASSETTA, CEO, WORK INC.

## Use Data to Drive Improvements in Service QUALITY

Maintain Financial Strength to Ensure HIGH-QUALITY Programming

## ALIGN Organizational Performance with Strategic Goals

**“ If anybody has a doubt about whether an individual can work, give WORK Inc. a chance. What makes them different is the way they work with a person to find a job that fits their unique learning style and capabilities. Anything is possible at WORK Inc. ”**

WARRANT OF A WORK INC. CLIENT



**GOAL 3** **Use Data to Drive Improvements in Service QUALITY**

- WORK Inc. is committed to achieving measurable results for its clients and to being a data-driven, learning organization.
- Making better use of data will ensure the highest quality care is being delivered to WORK Inc. clients and enhance the coordination of services between departments.

**GOAL 4** **Maintain Financial Strength to Ensure HIGH-QUALITY Programming**

- WORK Inc. will maintain its financial strength to ensure its clients enjoy top-quality care and facilities.
- Strong financial performance will also allow the organization to make the following investments:
  - Developing and retaining WORK Inc.'s direct care workforce.
  - New program development, such as partnerships or other strategic growth initiatives that will expand WORK Inc.'s impact.

**GOAL 5** **ALIGN Organizational Performance with Strategic Goals**

- WORK Inc. will align its organizational structure and performance with the goals of its strategic plan.
- It will create an Advisory Board to keep the agency at the forefront of the employment services field, ensuring that WORK Inc.'s clients benefit from the latest innovations.
- It will also create a resource navigator function to streamline its referral and client intake process, so that clients receive excellent customer service, every time.

**Interested in learning more about WORK Inc.?**

Whether you are a person with a disability, a family member, or business, we look forward to discussing how WORK Inc. can meet your needs. Call our CEO Jim Cassetta today at 617-697-1650.

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### 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



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***"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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### Contact Information

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