

Project Transformation 2.0

Provider Transformation Plan

Please provide information regarding your organization's transformation for over the next 3 years.

Future Service Plan:

How will future services be different than the services you are currently providing and why?

A. Vision

Community Service's (specifically Liberty Center) vision for the future is for a greater percentage of the current enrollees to be employed in community jobs or learning job skills while accessing the community for the majority of their day.

B. Mission

The mission developed at the site visit for Liberty Center:

"To create meaningful opportunities in the community to increase independence, promote employment and discover individual potential".

C. Values

1. Every individual can be an integral part of the community through employment and volunteer opportunities.
2. Community sites are the best places to teach work and life skills necessary for maximum independence.
3. Individuals should be actively involved in planning their services using a person centered approach.

Strategic Plan

What are the major steps needed to reach this vision and future state of services provided?

A. SWOT Analysis

Strengths

- LC Management team has already proposed many changes and have discussed with many stakeholders (LC staff, BCDD staff).
- Committed direct care work force.

Weaknesses

- Lack of experience for several years in employment related programming in the adult center.
- Lack of prioritization given to employment in the past resulting in individual resistance to change.

Opportunities

- Change in staffing pattern due to the reduction in transportation services to allow more face to face time with staff on a daily basis.
- Art Studio relocation allows for increased community opportunities.

Threats

- Confines of working within the union contract. Limits to changes that can be made to staff duties.
- Many changes occurring at various levels(state and federal guidance, transportation)
- Increase in severity of individuals with medical and behavioral needs being served.

B. Core Strategies for transformation

Redesign the Liberty Center program to be more community based including increased volunteer opportunities, program focus on employment training using community experiences and support and stabilization to those who have barriers such as complex medical/risk management needs.

Training for Community Services staff to better enable them to teach work skills using volunteer and community sites. Educate individuals about employment opportunities and encourage individuals to set goals for employment.

C. Action Plan

| Strategic Issues | Action Steps | Targets, Specifics, Measures | Intended Outcome | Member Responsible | Timeline |
|--|---|------------------------------|--|--|---|
| Client Training Program (minimal training program for individuals at LC) | <ol style="list-style-type: none"> 1. Complete task analysis of jobs in the client training program and develop goals for individuals. 2. Identify individuals who can “graduate” from the program and those who need to enter. | | Utilize the client training program to prepare individuals for volunteer sites and build job skills. Encourage those who have mastered skills to move to community employment. | Day Hab Manager Facility Services Supervisor Habilitation Supervisors Community Services Director | Task Analysis and identified individuals by November 1, 2015. |
| Communication of efforts with families/individuals served. | <ol style="list-style-type: none"> 1. Letter to families and guardians 2. Meet with Liberty Center Advocates | | Ensure a smooth transition for enrollees and answer questions for families. Encourage buy-in by all stake holders. | Day Hab Manager Habilitation Supervisors Community Services Director | Completed by October 1, 2015 |
| Staff philosophy and training needs. | <ol style="list-style-type: none"> 1. Develop staff training based on new philosophy. 2. Utilize technical assistance as appropriate | | Create staff enthusiasm and buy-in for new program. Ensure safe transition for individuals. | Day Hab Manager Habilitation Supervisors | Completed in third quarter 2015 |

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| Measurement of success. New goal development. | <ol style="list-style-type: none"> 1. Pilot new goal measurement with 8-10 individuals. 2. Use TA's developed to implement. | | Create system to show skill acquisition toward employment opportunities. | <p>Day Hab Manager</p> <p>Habilitation Supervisors</p> | Fully developed by first quarter 2016. |
| Development of community experience and volunteer sites. | <ol style="list-style-type: none"> 1. Identify volunteer sites with employment learning opportunities. 2. Meet with site coordinator to engage sites in the process. | | Create system to show skill acquisition toward employment opportunities | <p>Day Hab Manager</p> <p>Habilitation Supervisors</p> <p>Community Services Director</p> | Ongoing, but increased sites (20%) by January 2016. |

Organizational Redesign

Can include: interim and future organizational structure

A. Current organizational structure *(ideas from future state mapping exercise)*

- * Currently 127 Enrollees
- * 8 classrooms
- * 38 DSPs
- * 2 Nurses
- * 4 Habilitation Supervisors, ISP Coordinator
- * Individuals are grouped by mixed ability
- * Focus on adult education, including clubs and classes primarily held at Liberty Center
- * Goals are developed by LC team and often focus on ADLs or social skills
- * Community Opportunities: Outings on a set schedule where individuals are more segregated. 4 Volunteer sites with limited participation.
- * Client Training Program: Individuals are chosen by expressed desire or need. Paths to Employment philosophy is not used as criteria.
- * Art Studio: Currently at LC. Individuals access without a set schedule based on special projects or individual desire

C. Interim Organizational Structure (optional)

Liberty Center has recently had a slight reduction in employees due to staff leaving to pursue other opportunities. In the interim, we have moved the ISP Coordinator into a Habilitation Supervisor role, leaving that position vacant and have filled one vacant Customized Support Specialist position to allow for the successful implementation of the transformation plan.

D. Future organizational structure *(ideas from future state mapping exercise)*

- * Significant smaller enrollment (approximately 85)
- * 4 focus areas for enrollees: Health Support, Stabilization, Exploration, Employment Readiness
- * Staffing based on program needs and new acuity guidelines
- * Individuals will be grouped based on their Path to Employment and/or specialized needs
- * Focus will be on maximum community integration and training through real life community experiences or stabilization
- * Goals will support outcomes identified by the individual and their team. Training will occur during real life and com
- * Increased Volunteer Sites (15-25). 75% of enrollees participating in volunteering.
- * Increased integration in community opportunities. 100% of enrollees participating in community opportunities.
- * Client Training: primarily for those on Path 2, time limited, focused on pre-employment and employment training skills.
- * Art Studio located in the community. Individuals attend on partial day or full day schedule, not as part of the LC Program.

E. Proposed changes in job descriptions and staffing

Habilitation Support Specialists and Customized Support Specialists are currently center based with an hour work day, including a duty free 20 minute lunch. Options for increasing the flexibility of this position will be explored with Union representatives and Human Resources.

Effective 8/24/15, the ISP Coordinator position is vacant due to a transfer of the current ISP coordinator into a vacated Habilitation Supervisor Position. Habilitation Supervisors will supervise focus areas while still working collaboratively to support the entire program. Some duties may need to be realigned. Duties that can be completed by support staff need to be identified and developed.

Programmatic Outcomes—Results

What are the measurable, projected goals to increase employment and community integration outcomes based on your transformation efforts (next 3 years)?

A.

| Projected community employment placement outcomes | | | |
|---|----------------|----------------|----------------|
| Last year | Year 1 of plan | Year 2 of plan | Year 3 of plan |
| | | | |

B.

| Projected community integration placement outcomes | | | |
|---|--|--|---|
| Last year | Year 1 of plan | Year 2 of plan | Year 3 of plan |
| In 2015, Liberty Center supported approximately individuals at volunteer sites. | In year one, Liberty Center would like to support individuals at volunteer site, an increase of 25%. | In year two, Liberty Center would like to support individuals at volunteer site, an increase of 25%. | In year three, Liberty Center would like to support Individuals at volunteer site, an increase of 20%. (total of 75% of enrollees participating in volunteering program.) |