

DARKE COUNTY BOARD OF DEVELOPMENTAL DISABILITIES

PROJECT: TRANSFORMATION

OCTOBER 2014

The Darke County Board of Developmental Disabilities began its work with Bryan Dague, Ed.D., University of Vermont, in June 2014. Bryan met with a number of staff members and advocates to discuss Project: Transformation and the PATH strategic planning process that would be utilized to develop a plan for moving the Darke County Board 'system' from services based in sheltered workshop / segregated settings to community-based / integrated settings.

The second meeting with Bryan took place in September 2014 with the outcome of a 'draft' transformation plan. This 'draft' plan becomes the basis for our transformation plan (following) with goals, action steps, resources needed, outcomes measurements, individuals responsible for implementation, and timelines.

## Results of the PATH Planning Process

### **Grounding in the Now: Where Are We?**

*We create an honest description of the current situation. The outcome of this step is to identify the gap between the current situation and the goal; if there isn't enough of a stretch, we revisit the goal.*

- Approximately 69 people employed in the sheltered workshop
- Approximately 22 in community employment
- Project: Transformation/Employment First Initiative; Bryan met with staff & self-advocates regarding project in June
- Staff ready to move forward
- Self-Advocates are unsure and nervous
- Staff identified 35 individuals from the sheltered workshop that are at some point in the process of exploring community employment, community inclusion, or have expressed interest/demonstrated skills and interest to move from the sheltered work setting
- Community First Program
  - Redesigning services for community inclusion
- Good discussion and good ideas are coming out of Board and Administrative Team meetings
- School-to-work transition/discovery process
- Community First Director hired (Rodney)
- Reactive or Proactive? More reactive right now but want to become proactive

## ***Identifying People to Enroll on the Journey***

*This step identifies whom we need to include in the plan. Who will support it and help us achieve success? Identify what their contribution can/will be. (As a follow-up step, the individuals listed in this section must be approached for their support and a plan around who will do that is developed).*

- Self-Advocates
- Families/Guardians
- SSA (Service and Support Administrators)
- Residential Providers
- Community as a whole (PR, marketing)
- Economic development office, Chamber of Commerce
- Employers
- VR
- Schools (earlier intervention)
- Ohio APSE?
- Community employment staff; 6 including Bridges Coordinator
- Board members: DD Board and Non-profit Board (Wayne Industries)
- University of Cincinnati-University Center for Excellence in Developmental Disabilities (UC-UCEDD): <https://www.ucucedd.org>

## ***Recognizing Ways to Build Strength***

*This step identifies what skills, knowledge and competencies we need in order to achieve the work ahead.*

- Trainings on Community Inclusion with Al Condeluci and Allen Bergman (Good Life Network Community Project)
- Staff attended *Working Together* conference in Mason, Ohio
- Becoming Proactive rather than Reactive
- Ohio Employment-First Brown Bag series, online courses, etc.
- Imagine: Person Centered Planning (statewide data base)
- Person Centered Planning within Darke County Board of DD
- Connections with other states (Vermont) self-advocates, families, and other counties, other Project Transformation sites
- Recruit and train young future leaders (job fairs, college interns, etc.)
- Direct support professionals (salary increases, competitive, livable wage, etc.)
- National APSE's CESP certification?
- Partner with Career Tech programs
- Supported/Customized Employment/Job Development Training
- Assistive Technology
- Funding streams for equipment? Technology? Crowd-funding?
- Grant writing? Foundations?
- Success Stories
- Mentors to other self-advocates
- Family mentors connected to other families (not a family support group)
- State of local Family Support Network? (Peggy Martin-retiring)
- Job Club?
- Consult with other counties regarding PR/Marketing
- Other Project Transformation county boards and agencies (8 total)

## ***Committing to the First Step (The Next Step)***

*Moving from thinking to action requires commitment to a clear first step.*

- Begin Person-Centered Planning with 35 individuals identified from workshop; develop specific Employment Plans for each.
- Involve Darke County self-advocates with Vermont self-advocates via Skype
- Conversation with staff: flexibility during systems change (books/videos – Who Moved My Cheese? Fish Philosophy? Other?)
- Board updates, WIOA (send ICI Rehab Brief to Mike)
- Employment First, Transition Services, workshop conversion, updates for stakeholder from Joe and Kristen, etc.
- Feedback loops, keep administrative team informed of issues that arise
- Transportation (ongoing)

## ***Planning the Next Three Month's Work***

*Focus the process on action. What will you have to do? Who does what and when?*

- Reducing, reworking sub-contracts to workshop; moving workers to business location (enclave?) at GTI
- Limit re-admission to workshop after failed community jobs (individual discussions rather than public policy); if the job fails, go back to job club or career tech or Job Center – not sheltered workshop; develop plan, what are the steps? What is the least restrictive option?
- Define roles of providers and Darke County Board of DD
- Develop Employment Plans for individuals
- Restructure the overall system to include providers in Employment Plan
- Re-evaluate and build employment program to accommodate increased numbers
- Develop PR/Marketing plan
- Physical renovations of building

### ***Charting Actions for the Next Six Months***

*What steps do we take over the next 6 months? Who does what and when?*

- Post-secondary options/scholarships; Edison State Community College? CTC (career tech)? Set up a scholarship fund; TAP program at University of Cincinnati
- Supported Employment, Customized Employment, Job Development training for Employment Staff
- Changing staff job descriptions and titles
- Transportation plan for employment
- Assessment/Evaluation of job satisfaction, progress, etc.
- Assessing job performance, addressing behavioral issues

### ***Sensing the Goal: Focus for the Next Year***

*This examines the dream, and builds a vision of what the dream would look like once manifested. We know that the more tangible a goal is, the more likely you are to achieve it. This is a creative process that encourages participants to imagine themselves in the future.*

- The 35 individuals identified in sheltered workshop will be successfully employed in the community (in addition to other employment placements) with no new admissions to the sheltered workshop.

### ***Touching the Dream: The North Star!***

*This represents the “north star” or long-term goal and provides direction to the plan. It is high-level and includes your ideals and values.*

- Community integrations; no segregated services
- Employment program; a place to stop and gain some skills (job club, etc.)
- Services open to public? Or other disability groups. Eligible for current services or secure additional funding (i.e. veterans’ services)
- Open to other services to benefit the community (senior center, etc.)
- Rent out or use unused space
- Rebranding, sign changes, public perspective of what we are now
- Expanded job development network, beyond Darke County
- ACCESS to be seen as a typical employment agency
- Employers will contact ACCESS seeking employees
- Inclusion coordinator developing community plans based on Discovery (FANS program – Friends, Allies, Neighbors)

Goal: Person-Centered Planning with 35 individuals identified from workshop – develop employment plans

ACTION STEPS	TARGETS / SPECIFICS	OUTCOMES	MEMBER RESPONSIBLE	TIMELINES	PATH PLAN IDENTIFIER
Community-based Supported Employment Enclave (#1) with employment opportunity	10-12 individuals in enclave at GTI (reworking contracts) minimum wage	Enclave begins Oct. 27 <sup>th</sup> ; measure productivity by individual; track performance for future hire option	Jeff Miller, ASD	Begin <b>October 2014</b> ; Review monthly Six month performance review	Planning the Next Three Month's Work
Discovery Process – completed for 35 individuals (part of person-center planning)	9-10 individuals per month complete Discovery; October 2014 – January 2015	Completion of personal profile that includes place on path to employ / successful placement	Rodney Willis, CFD	Discovery process monthly / total 35-38 individuals ( <b>Oct 2014 – Jan 2015</b> )	<b>Sensing the Goal: Focus for the Next Year</b>
9 (in addition to the current 9) referred to Opportunities for Ohioans w/Disabilities (OOD) - Partnership	9 individuals referred to OOD for Calendar Year 2015; total referrals for 2014/15 = 18	Successful closure / community-based employment w/integrated services	Rodney Willis, CFD Miranda Etherington, OOD Counselor	Referrals begin January 2015; review placement and outcomes with original 9 ( <b>Dec 2014</b> )	People to enroll on the journey; Planning the Next Three Month's Work
Bridges to Transition Continue in program; .5 FTE Transition Spec.	40(+) individuals receive Transition Services (school to adult life) Moving toward community employment	Successful closure / Community employment; career tech training; post-secondary ; exception process only for sheltered; WOIA	Rodney Willis, CFD; Beth Jennings, Transition Specialist; OOD Regional Counselor; Educators	Two-year contract is <b>Oct 2014 – Sept 2016</b> ; Referrals ongoing through OOD Regional Counselor	People to enroll on the journey; Committing to the First Step (The Next Step); Planning the Next Three Month's Work
ACCESS Personnel Services (Adult Career Center / Employment Support Services)	Develop CB operated service (ACCESS) as a 'temp' employment agency w/additional supports	Services for placement options in community employment; time limited training options;	Rodney Willis, CFD; Sue Huston, Transition Coordinator	ACCESS fully implemented by <b>December 2014</b> ; limited referrals begin <b>October 2014</b>	Committing to the First Step (The Next Step); Planning the Next Three Month's Work
Community-based Supported Employment Enclave (#2) with employment opportunity	10-12 individuals in enclave at GTI or other (reworking contracts) minimum wage	Enclave target date January 2015; measure productivity by individual; track performance for future hire option	Jeff Miller, ASD	Begin <b>January 2015</b> ; Review monthly Six month performance review	Planning the Next Three Month's Work; Charting Actions for the Next Six Months; Sensing the Go: Focus on the Next Year

Goal: Conduct informational meetings regarding systems changes/transformation

ACTION STEPS	TARGETS / SPECIFICS	OUTCOMES	MEMBER RESPONSIBLE	TIMELINES	PATH PLAN IDENTIFIER
Schedule small group meetings w/families & guardians	8-10 individuals per meeting; discuss agency changes including renovations / employment options / integrated settings	Receive input from attendees regarding systems changes and transformation; evaluate in light of plan; tweak plan Identify possible family mentors Identify possible participants in trial exception process	Mike Beasecker, Supt.	<b>October 28 &amp; 29, 2014</b>	Identifying people to enroll on the journey; Committing to the First Step (The Next Step);
Schedule SKYPE session with advocates and families (Vermont)	Have ongoing opportunities for interaction and discussion w/groups from Vermont who have experienced transformation	Receive input from groups participating; evaluate how this helps transformation plan evolve	Jeff Miller, ASD	First advocate SKYPE session held <b>Sept 29<sup>th</sup></b> ; Ongoing sessions	Committing to the First Step (The Next Step); ongoing
Stakeholder Group Meetings including: Parents/Guardians Providers Educators Individuals Served Community Members Board Members	Conduct monthly meeting opportunities that target specific stakeholder groups; Speakers from outside the agency whenever appropriate and possible	Education of stakeholder groups regarding systems transformation; receive input from stakeholder groups that shapes the transformation process	Mike Beasecker, Supt. Administrative Team	Begin <b>October 2014 – March 2015</b>	Committing to the First Step (The Next Step); Planning the Next Three Month's Work; Charting Actions for the Next Six Months

Goal: Provide support and training to staff members and advocates regarding systems transformation and change

ACTION STEPS	TARGETS / SPECIFICS	OUTCOMES	MEMBER RESPONSIBLE	TIMELINES	PATH PLAN IDENTIFIER
Project STIR	Inform individuals served regarding trainings for self-advocacy and leadership	Provide scholarships for individuals to attend trainings; goal of at least 2-4 individuals per year moving forward	Jeff Miller, ASD	<b>Annually</b> beginning in 2014	Committing to the First Step (The Next Step); ongoing
Staff Meetings – topics of change and flexibility	Continue monthly staff meetings (Board Meeting updates) that will incorporate information regarding change and flexibility (videos, reading material, presentations)	Staff will have opportunity to consider their role in transformation / change and options to respond or participate in that change	Mike Beasecker, Supt.	<b>November 2014</b> and monthly thereafter	Committing to the First Step (The Next Step); ongoing
Administrative Team – Leadership topics	Continue monthly administrative team meetings; incorporate leadership topics to equip team members (videos, reading material, presentations)	Administrative team members will develop leadership skills that equip them to lead and support staff members through transformation	Mike Beasecker, Supt.	<b>November 2014</b> – The Five Levels of Leadership; John Maxwell (you tube) Monthly through 2015	Planning the Next Three Month’s Work; Charting Actions for the Next Six Months
SKYPE interaction – topic of dealing with change	SKYPE opportunities are available to individuals served, families, guardians, and staff members regarding transformation	Provide a number of discussion / Q & A opportunities regarding transformation – primarily w/advocates and families from Vermont, but may include other groups	Jeff Miller, ASD	Began in <b>September 2014</b> ; continue as needed / scheduled through 2015	Committing to the First Step (The Next Step); ongoing
DODD Trainings	Publicize training opportunities (including ‘Brown Bag Lunch’ webinars); encourage participation of stakeholder groups	Facilitate training opportunities / attendance; inform stakeholders regarding topics	Administrative Team	Ongoing as scheduled by DODD	Planning the Next Three Month’s Work; Charting Actions for the Next Six Months

OACB Trainings	Publicize training opportunities to encourage participation of stakeholder groups	Facilitate training opportunities / attendance; inform stakeholders regarding topics	Administrative Team	Ongoing as scheduled by OACB	Planning the Next Three Month's Work; Charting Actions for the Next Six Months
Surveys - Feedback	Provide opportunity for assessment and evaluation of job satisfaction; progress Assess job performance and any job-related issues including behavioral supports needed	Prepare surveys to obtain feedback from stakeholders in the process; written surveys and/or online response	Administrative Team	Six month follow-up <b>(June 2015)</b>	Charting Actions for the Next Six Months

Goal: Address Infrastructure issues including providers / transportation

ACTION STEPS	TARGETS / SPECIFICS	OUTCOMES	MEMBER RESPONSIBLE	TIMELINES	PATH PLAN IDENTIFIER
'Define' the roles of providers – community employment and community inclusion	Have small group meetings regarding the role of providers in community employment and community inclusion	Help providers and CB staff understand the supports needed for successful employment and community inclusion	Joseph Badell, CSD	Schedule meetings beginning <b>November 2014</b> and ongoing based on discussions / clear understanding of roles	Planning the Next Three Month's Work; Charting Actions for the Next Six Months
Develop provider infrastructure including transportation options	An infrastructure development plan will be in place to increase provider options for individuals	The CB strategic plan will include a development plan for provider / transportation infrastructure development	Mike Beasecker, Supt.	Strategic Plan approved <b>at January 2015</b> Board meeting; Contact providers throughout 2015	Planning the Next Three Month's Work; Charting Actions for the Next Six Months; ongoing
Complete building renovations	Building renovations will be completed better serve individuals in community employment, administratively, and for day services	Building renovations enhance accessibility and technology to better serve individuals through career development and employment training	Tonya Clark, Business Manager	Renovations scheduled to begin <b>November 2014</b> with completion in <b>March 2015</b>	Planning the Next Three Month's Work; Charting Actions for the Next Six Months
Develop ACCESS Personnel Services as a Board operated 'employment agency'	In response to limited options, ACCESS Personnel Services provides an option for career development services and employment / vocational training	Individuals needing additional vocational training are provided an option to participate in training workshops based on person-centered planning / Discovery	Rodney Willis, CFD	ACCESS fully implemented by <b>December 2014</b> ; limited referrals begin <b>October 2014</b>	Committing to the First Step (The Next Step); Planning the Next Three Month's Work
Develop career options – career tech and post-secondary	As part of the Discovery process, identify individuals who would like to participate in CTC or other post-secondary options	Have a structure in place to support CTC or other post-secondary options for individuals; financial aid options; scholarships (CB?)	Mike Beasecker, Supt. Rodney Willis, CFD	Discuss development of option – <b>February 2015</b> and ongoing; develop scholarship option / financial aid for 2015 school year	Charting Actions for the Next Six Months

Goal: Provide public relations and market activities regarding agency change and transformation; rebranding of agency

ACTION STEPS	TARGETS / SPECIFICS	OUTCOMES	MEMBER RESPONSIBLE	TIMELINES	PATH PLAN IDENTIFIER
Branding / Rebranding	Identify a local business that specializes in branding activities / processes	Incorporate public relations and marketing activities as a part of branding / rebranding the DCBDD	Eric Lee, PR Mike Beasecker, Supt. Administrative Team	Begin interview process <b>November 2014</b> / select marketing business; Process <b>November 2014</b> and ongoing	Planning the Next Three Month's Work; Charting Actions for the Next Six Months