

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

We are leaders in providing innovative services. We equip people with the skills necessary to work toward their fullest potential.

B. Mission

We empower people to choose opportunities to live the most inclusive life.

C. Values

Integrity, Progressive spirit, Engaged advocacy, Collaborative approach

Strategic Plan

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

A. SWOT Analysis

Strengths

- Committed Staff
- Belief in community employment
- Reputation for Quality
- Follow through on commitments
- Multiple streams of referrals (OOD (Life Choices and local BVR, DODD, WIOA, ICF)

Weaknesses

- Funding rates

Opportunities

- Expansion to Columbus (ADD) and other locations

Threats

- Changing direction of industry (ie 1:8 or 1:12 ratios, Voc Hab classification returning)
- Lack of adequate transportation for participants

B. Core Strategies for transformation

During the Project Transformation 2.0 process, we were tasked with detailing the steps that a participant in our work training and community employment programs must take to secure permanent community employment. We looked specifically at the areas of Intake, Discovery/Assessment, Training, Placement, and Follow Along and identified the internal (Hattie Larlham) and external (funding and/or referral sources, personal) barriers to a timely and successful community employment closure.

Internal

1. Staffing: A challenge cited by the work group relating to the training programs was that many times, the job coach, whose responsibilities are mainly focused on ensuring that the participant has the job skills to be able to succeed in community employment, is often called upon to serve as a business administrator for their respective enterprises, reducing the amount of time that they can spend on actual job coaching.
2. No clear “end” time for work training participants: The time that participants spend in our work training program ranges from six months to eight years. Staff attributed the lengthy stays to a number of factors, including concerns from family about their family member leaving the program or a lack of motivation on the part of the participant to move to the next step.
3. Human Resources/Professional Development (HR/PD): The HR/PD department is located in a part of the organization that is 35-45 minutes away from our work training locations. Participants, many of whom have limited transportation options, must go to that location for fingerprinting and other required training and authorizations.

External

1. Transportation: A dearth of reliable transportation options is a serious challenge for people who want to work but are limited by their ability to get to their jobs.
2. Authorizations from funding sources: When a person in our work training program is ready to seek community employment, services must be authorized for him/her by OOD, a process which can take up to three months. During that period, someone who could be working or job seeking is put “on hold” while they wait for an approval.

Through the process of identifying specific barriers, we identified three key areas for improvement, including streamlining data gathering, staffing, and communications with our stakeholders. We expect that these improvements will result in a 50% increase in our job placement rate.

C. Action Plan

Strategic Issues	Action Steps	Targets, Specifics, Measures	Intended Outcome	Member Responsible	Timeline
Communication	Develop communications regarding program expectations and timelines	Participant, families, referral sources, staff	Trainees and families understand that participation in the program is limited to 2 years.	Laura Walker	4 th Quarter 2015
Streamline Intake and Discovery	1. Develop job description for prescreen position and hire staff 2. Work with HR/PD to create satellite office in Akron	Positive personal profile	Time in routine non-job related activities and waiting periods reduced for participants	Laura Walker	1 st Quarter 2016
Transportation	Development of Transportation fleet operated by HL	Internal HL objective	NMT internally controlled	Daniel Warner	1 st Q 2016
Job Training	Well-defined parameters for training time will be implemented, communicated, and enforced	Rubrics and internal goal and service documents	Job training participants will complete training within 24 months or less of program entry, resulting in at least 30% program turnover each year	Laura Walker	2016: 80 2017: 80
Community Employment	Provide integrated experience either through OOD referral or waiver	Participants, families, referral sources	Increase number of closures by 50%	Sarah Rushton, Jenna Allen	2016: 45 2017: 70

Organizational Redesign

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

Hattie Larlham Community Services currently offers two tracks to meaningful community employment. The first is offered through a number of social enterprise initiatives developed and managed by Hattie Larlham. The people with developmental disabilities Hattie Larlham employs through its work training services earn minimum wage. They receive the work training, job coaching and guidance they need to succeed in a community employment setting. The program participants are funded through the Ohio Department of Developmental Disabilities. There are more than 200 participants currently in the program. Five of these program participants moved to permanent employment in the community in 2014.

The second option is our community employment program. Hattie Larlham Community Employment works with a network of Northeast Ohio companies to help adults with physical, mental, emotional or developmental disabilities find employment. Employment services are tailored to the needs and goals of the job seeker with disabilities. The employment program serves high school age and older adults with disabilities in Summit, Portage, Cuyahoga and Stark counties. To participate, job candidates must be eligible for services through Opportunities for Ohioans with Disabilities (OOD) or another state or county agency. Through June of 2015, we had 15 successful closures (i.e. employed for 90 days or more). Also in 2015, Hattie Larlham served 172 participants, 128 of whom were not otherwise eligible for DD services and including 63 participants in our Summer Youth Program.

Hattie Larlham is committed to strengthening its community employment programs. Over the past two years, we have been actively involved at a state and local level in Employment First initiatives and have undertaken an internal reorganization to create the infrastructure to support our community employment program, adding six full-time Job Developers, one Job Development Manager, one Supported Employment Manager, Vocational Evaluator, and two Discovery providers to staff.

Additionally, our Constant Companions program provides day habilitation services for people with developmental disabilities. With an increased push toward community integration, Constant Companions offers potential opportunities for creating and enhancing life and financial management skills that will complement the work training options for our program participants.

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

As we detailed the specific steps in our current process, a number of opportunities for streamlining and reconfiguration presented themselves with both the external and internal barriers we identified. While the core team agreed that they have little control over some of the external challenges, they developed internal strategies to address and mitigate the time delays that those external challenges often present.

1. Expedited Authorization (Referral Delay): To address this challenge, we propose creating a new staff position to facilitate the intake and discovery processes. This position would be responsible for working with the person, his or her family/guardian, and SSA to determine the best path (i.e. work training, community employment, and/or day habilitation). During that meeting an abbreviated discovery process will be initiated through a prescreen questionnaire that will include many of the questions and information that is gathered during traditional discovery.

If the person is deemed ready to begin community employment, the OOD process will be initiated.

If the team feels that work training would be a helpful step in moving toward the long term goal of community employment, the person will have the choice of entering a Hattie Larlham work training program.

If the person chooses not to participate in work training or community employment, Constant Companions will be offered as an option in which the person will gain exposure to community and work opportunities and life and financial skills training, potentially paving the way to a renewed interest in work opportunities at a later time.

2. Transportation: Hattie Larlham is exploring the feasibility of creating a transportation company which would reduce the reliance on less dependable modes of transportation by those we serve.

3. No clear “end” time for work training participants: We will develop a communications plan to be shared with the participant’s family, SSA, and the participant upon entering our work training program. Staff and job coaches will be clear with participants and their family/guardians that the program is finite, that the goal is for the participant to be ready for community employment in 12 months, and that the maximum time that the participant will be eligible for services with us is 24 months. The 60-day rubrics will be key to measuring progress and based upon the data gathered in the rubrics, an application for OOD services will begin six months prior to the participant’s end of service date in the training program. We anticipate that this will eliminate the 90 day delay when a person ends DODD services and is waiting for OOD service approval.

4. Staffing: Letting “job coaches be job coaches” is a key strategy in moving our participants successfully through our work training program. We will explore the feasibility of adding a business administrator position to our enterprises to ensure that job coaches can spend the maximum of time with our participants.

5. HR/PD: By training and credentialing an HR/PD staff member to provide the same human resources and training services that are provided at our main Center at our Community Services administrative office in Akron, we will make it easier for our participants and job coaches to begin work or training sooner.

6. Communication: Developing an effective communication plan for participants, families, staff and external team members will be critical in ensuring that everyone’s efforts are collaboratively focused on a timely, meaningful community employment position for the participant at the end of the process.

C. Proposed changes in job descriptions and staffing

New positions:

Intake coordinator to facilitate the intake and discovery process

Training coordinator to expedite program start for new job coaches and training program participants

Business administrator to free up job coaches from administrative responsibilities so that they can focus solely on working with program participants

Programmatic Outcomes—Results

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

Projected community employment placement outcomes			
Last year	Year 1 of plan	Year 2 of plan	Year 3 of plan
30	45	70	75

Projected community integration placement outcomes			
Last year	Year 1 of plan	Year 2 of plan	Year 3 of plan
8	80	80	120