



## 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

**Goodwill Vision:** All individuals with disabilities and other barriers are embraced as valued and dignified members of our community.

**Transformation Workgroup Vision:** 100% Community Based Services, Person-Centered Services, Employment, Meaningful Adult Life, Safe inclusion opportunities, Dignity of Risk, Confidence and Competence, New Messenger to Community, Educated and Empowered

### B. Mission

Transforming the lives of individuals with disabilities and other barriers through pathways to independence and the power of work.

### C. Values

Our core values are expressed as "I CARE" and are the following:

- **I is for Integrity** – An employee with integrity has the highest level of honesty, trustworthiness and keeping promises. He/she does the right thing, the right way, for the right reasons, at all times, even when it's hard.
- **C is for Caring** – A caring employee shows that they genuinely care for others, while caring about the organization's success.
- **A is for Accountability** – An accountable employee avoids blaming others, but looks for ways to make a positive difference by problem solving, taking helpful action, making good decisions, and getting good results.
- **R is for Respect** – A respectful employee shows a high regard for all people, regardless of diverse traits and backgrounds. He/she is respectful, even when in disagreements or difficult situations with others.
- **E is for Excellence** – An excellent employee works hard, gets great results, and does his/her very best, every day.

A. SWOT Analysis-Goodwill Columbus Day Programs (WCS, YAS, Sage)

**Strengths**

- Safety of participants is a focus.
- Community access is happening in programs.
- Established buy-in from leadership teams/executive leadership to implement Employment First initiatives.
- Strong trust from families and teams.
- Staffing ratios are high in programs .
- Resources available through Goodwill: IT, Business Analysis, Transportation Department.
- FCBDD Contract.
- Strong connections with other organizations-OPRA, Employment First State Committee, OOD, FCBDD, Chamber of Commerce and other employers in the community.
- Components of future state plan exist in silos in company and we do not have to create it. Ex: Workforce Development, Behavioral Supports, Community Employment
- Potential community partnerships have been started or have existed in the past.
- Strong community presence with the Goodwill name.
- Project Transformation Grant recipient.
- Staff are prepared and ready for challenges moving forward.
- Goodwill is an employer of people with disabilities in the retail, contract services departments.
- Committed to serving the niche populations.
- Hubs exist in Franklin Co already with current buildings, retail stores and ADC's.

**Weaknesses**

- 648 people in programs-large number for transition.
- Legacy programs-long history of what has happened.
- Participants lacking funds for community integration activities.
- Transportation-lack of vehicles and public transportation options unknown or unavailable for participants.
- Supervision, behavioral, medical, personal care needs of current participants.
- Family expectations/entitlement over keeping the program the same and expectations for their family members.
- Current documentation structure is cumbersome, inefficient and not mobile.
- Acuity assessment is a facility based tool, not a community based tool.
- Lack of community partners, sites.
- Lack of ability to work around participant's schedule.
- Staff competency, lack of training.

**Opportunities**

- Goodwill to be a leader in the county, state and country.
- Provide excellent, person-centered services.
- Use staff's abilities, backgrounds, education, connections to provide better services.
- Voice in shaping state transition due to connections.
- Meet a training need in the state of Ohio and possible business opportunity for company.
- Upgrade internal communications, IT needs and other practices and procedures.
- Become leaders in community employment/ integration for individuals with significant barriers.
- One cohesive programming structure.
- Expand talent pool.
- Alleviate fear of unknown for staff.
- Create efficient structure and eliminate waste, streamline business practices.
- Change of community perception of people with disabilities.

**Threats**

- Possible staff education requirements per new rate reimbursement.
- Lack of clarity on transition to Arc South- time and resources spent on current move.
- Competition with other providers for community employment opportunities.
- Uncertainty of FCBDD Contract.
- Privatization of all CBDD Adult Services.
- Future of waiver funding reimbursement rates and sustainability of programs.
- Resources needed for scheduling and community hubs.
- Staff, participant, team, family, guardian resistance.
- Different building needs (more or less).
- Community buy-in, potential to add to community fears in moment of crisis.

## B. Core Strategies for transformation-

- **The workgroup believes that to live a meaningful, adult life, individuals must be educated and empowered to make choices in their lives. It is our goal to help individuals obtain the skills and develop the confidence needed to live an independent life.**
- **Send a new message to participants, their families and our funders:**
  - **We will become the new messengers to the individuals we serve, their families and teams. Our message is simple: Every individual we serve is capable of participating in community activities and has pre-existing traits, skills and abilities that contribute to the greater good of the community.**
  - **While the team is committed to the health and safety of all individuals, it is the belief of the group that the rewards of succeeding far exceed the potential risks when partaking in a new venture. Part of the individual self-development process is acknowledging that in order to grow, individuals and teams must allow space for individuals to take risks. It is the team's responsibility help manage the risks, but not to stifle opportunities.**
- **We believe every individual has skills, talents and interests that can be a benefit to their community and workforce. Through person-centered programming we identify personal strengths, interests and supports needed and provide community-based, goal-focused skill building services that promote independence, integration and competitive employment.**
- **PERSON-CENTERED:** Service-delivery decisions are made based on individual input, interests, strengths and desires.
- **COMMUNITY-BASED SERVICES/INTEGRATION:** Person-centered, with people not receiving HCBS Waiver Services/Providers, connections to other community members, outside facility in naturally occurring settings.
- **GOAL-FOCUSED SKILL BUILDING:** Training, education and tools used to promote competence, independence, community integration and obtaining and maintaining competitive employment that is chosen based on the assessed baseline abilities of the individuals strengths and needs.
- **COMPETITIVE EMPLOYMENT:** Employment in the community outside of the sheltered system at or above minimum wage.
- **SUPPORTS NEEDED:** Individuals needs based on barriers for independence, community integration and competitive employment (behavioral support, medical needs, transportation etc.).

C. Action Plan

Strategic Issues	Action Steps	Targets, Specifics, Measures	Intended Outcome	Member Responsible (Partners)	Timeline
1. Messaging & Communication	1.1 Develop communication plan.	1.1 Identify internal and external stakeholders. Create plan that includes message, means and time frame for each.	1.1 Create an on-going communication plan to keep all parties informed of changes.	1.1 Workgroup (Marketing, FCBDD, State EF Team).	1.1 Plan designed by January, 2016, but this will remain a working document.
2. Create service that provides training 100% of time in an integrated setting	2.1 Connect with other providers in Project Transformation 1.0.	2.1 Connect with Koinoa and others providers in other Project Transformation 1.0 and 2.0 to create a group for brainstorming and idea sharing.	2.1 Collect more information, identify other approaches to services and messaging to stakeholders.	2.1 Jessica Garrett	2.1 Q1 2016
	2.2 Develop and run pilot .	2.2 Create a pilot that focuses on 100% community-based services. Ideally groups would be heterogeneous with mix between personal care, behavioral and functioning levels.	2.2 Develop capacity to provide community-based services.	2.2 Jayce Ashwill Robyn Norman Tiffany Mickley	2.2 5 individuals starting in April, 3 added by July, 2016. Total 16 by served by end of 2016. 32 individuals receiving in 2017 and 64 individuals in 2018.
	2.3 Identify current community demographics of participants in day programs.	2.3 Team will partner with Hope Fountain and utilize information collected in GoodTrak or Advisor. An effort to update demographic information in the tracking system will need to precede this activity. Information will be mapped.	2.3 Identify trends in location of participant's residence and identify hub locations.	2.3 Jayce Ashwill Sam Amasoah Kirk Wilmer (Hope Fountain)	2.3 Begin October 2015, present to workgroup September 2016.
	2.4 Identify public transportation options per hub location and identify internal transportation needs.	2.4 Indicate public transportation options on map in action item 2.3 Based on location trends and current fleet available, create a transportation plan on how vehicles will be utilized in future state.	2.4 Establish foundation for transportation training and options available for future state.	2.4 Jayce Ashwill Sam Amasoah Kirk Wilmer (Mike Johns)	2.4 Present in September with 2.3
	2.5 Start development of community partner relationships based on the demographic mapping.	2.5 With information collected from software, target specific community sites. Community sites include volunteer sites, educational sites, recreational sites and satellite meeting spots.	2.5 Identify potential community sites.	2.5 Robyn Norman Tiffany Mickley Jayce Ashwill	2.5 October 2016-April 2017
	2.6 Create administrative structure of new Goodwill day program.	2.6 Identify managers per location and subsequent staffing needed. Develop job descriptions for any new or evolving positions. Assess policies and procedures.	2.6 Create plan for 2017, 2018 that reallocates resources.	2.6 Workgroup proposes changes, stakeholder approval.	2.6 Start June 2016

Strategic Issues	Action Steps	Targets, Specifics and Measurements	Intended Outcome	Member Responsible (Partners)	Timeline
3. Restructure Creative Employment Solutions	3.1 Identify current state of Creative Employment Solutions and create future-state map.	3.1 Merge between Workforce Development and Creative Employment Solutions needs to be mapped to establish a future state and a clear process for individuals who are ready to transition into the job development. In addition, a plan needs to be established for the current individuals being served in the enclaves and how they will have a successful community employment outcome.	3.1 Identify and streamline structure that serves the needs of the current participants and future participants.	3.1 David King	3.1 Mapped by mid October, 2015.
	3.2 Identify and secure funding for a job developer position.	3.2 Based on conversation with Transcen, the question was raised if Creative Employment Solutions has a need to recruit and hire a job developer versus the current Career Consultant position.	3.2 Identify need and hire job developer if needed.	3.2 David King	3.2 Assess and if needed, create job description and request in budget by November 1, 2015. Hire by end of Q2 2016.
	3.3 Identify funding sources and process to receive funding per service provided.	3.3Based on current funding sources and future of funding re-design a clear understanding of the funding source per service is needed to provide cohesive service delivery. Answers to the following questions should be considered: Will a person access HCBS and OOD funding? What are the billing, reporting requirements of each?	3.3Create a fluid process for the individual to receive the most-needed services in a time-sensitive approach.	3.3 David King (Jennifer Marshall)	3.3 Quarter 1, 2016
	3.4 Implement plan.	3.4 N/A	3.4 Create a cohesive service that is person-focused and leads to successful community employment outcomes.	3.4 David King	3.4. Start April 2016 with pilot continuing into 2017 and 2018

Strategic Issues	Action Steps	Targets, Specifics and Measurements	Intended Outcome	Member Responsible (Partners)	Timeline
4. Future of Sage	4.1 Define Sage Senior program and services provided.	4.1 Identify services provided, integration of services for seniors who desire retirement.	4.1 Identify program needs and individuals who participate in senior program.	4.1 Sage Team & Transformation Work Group	4.1 February 2016
	4.2 Identify participants who will participate in future state programming vs. retirement program.	4.2 Using DODD's definition of "working-age adult" identify Sage participants who do/do not meet that criteria. Using decision from 4.1 identify individuals who will partake in senior program versus Goodwill Day Program and have conversation with team about direction for individual.	4.2 Identify number of participants who will access future state of Goodwill day programming versus being served in a retirement program.	4.2 Sage Team	4.2 June 2016
	4.3 Based on data collection from 4.1, identify a plan for resources allocation.	4.3 As more individuals access future state programming and less access retirement programming, funding resources will need to be reallocated.	4.3 Provide sufficient supports to both future state programming and retirement programming.	4.3 Kathy Ramey Kenny Hughes	4.3 January 2017

Strategic Issues	Action Steps	Targets, Specifics and Measurements	Intended Outcome	Member Responsible (Partners)	Timeline
5. Provide goal-focused skill building to individuals in current state programs	5.1. Provide clear expectations and guidelines for staff about community integration based on Transformation Plan definitions and accountability.	5.1. Partner with Anya Weaver to develop best tool to change expectations with staff. Introduce concepts at October 2015 Staff Development Day. Directors, Managers and Direct Care Staff all need to understand their role in upholding these expectations and delivering a new service.	5.1. Secure buy-in and provide clear understanding for staff expectations.	5.1. Managers	5.1. Start October 2015, rollout in Q3 2016.
	5.2. Assess annual assessment and how PPP and skill assessment fit in.	5.2. Consider if monthly documentation could become annual assessment. Have annual assessment become a working document that is considered frequently versus once per year.	5.2. Develop a tool that can be used by teams to identify skill training needed and obtained.	5.2. Robyn Norman, TiffanyMickley, JayceAshwill, Sage Coordinators	5.2. Q2 2016
	5.3. Assess current documentation standards	5.3. Potentially bring back floater notes to YAS, identify tool for WCS and Sage. Change focus from calendar creation to individualized skill building. Evaluate monthly documentation and change 30 day cover sheet.	5.3. Create a documentation system that asks the questions and collects the data needed to identify and develop skills for individuals.	5.3. Robyn Norman, TiffanyMickley, JayceAshwill, Sage Coordinators	5.3. Q2 2016
	5.4. Training for staff	5.4. Expectations guidelines, use of tools, Discovery, building community sites, training in case noting.	5.4. Equip staff with the tools needed to provide skill building.	5.4. Managers	5.4. starts Q3 2016
	5.5. Create workgroup to assess current state of goal creation and skill building and create future state.	5.5. Map current state of skill building for each program with direct care staff. Workgroup will map future to identify needs for skill building. Map per location during staff meeting and select delegates to come together for workgroup.	5.5. Secure direct staff buy-in early. Use collective expertise to develop one documentation standard moving forward.	5.5. Jessica Garrett	5.5. Q1 2016

<b>Strategic Issues</b>	<b>Action Steps</b>	<b>Targets, Specifics and Measurements</b>	<b>Intended Outcome</b>	<b>Member Responsible (Partners)</b>	<b>Timeline</b>
6. Consulting with other organizations	6.1 Develop training and tools to support other organizations	6.1 While developing current state, identify potential tools for other organizations.	6.1. Serve as a thought-leader and consultant for other organizations.	6.1 Workgroup	6.1 Start immediately.

## Organizational Redesign

*Can include: interim and future organizational structure*

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

## **Work and Community Services (WCS) - 175 Individuals Served**

### **DATA COLLECTION**

- We spend a lot of time collecting, organizing and analyzing behavioral data.
- WCS updates goals annually, unless the team 'pulls a flag'.

### **ACTIVITIES/OUTINGS**

#### Area 70 (part work, part activities)

- Typical day is 1 hour working, 1 hour lunch/breaks and 4 hours activities.
- Most common activities include: watching TV, listening to music, playing games.
- The purpose of these activities are to fill time and entertain.
- Individuals are going out on average 2x per month.
- Most typical outings include: park, fishing
- In this area, there is 1 participant who goes out one time weekly as a re-enforcer in their behavior plan.

#### Area 90 (activities)

- Typical day is 1 hour lunch/breaks, 5 hours activities.
- Of those activity hours the following time is spent:

-25% "Pre-vocational skill development" These activities include sorting colored popsicle sticks, stuffing envelopes, folding towels. The purpose is to develop fine motor skills to do the retail work in the workshop. This has not resulted in employment.

-25% "Daily living skills": These include setting up for lunch, cleaning up after lunch, brushing teeth. Purpose is to refine ADL skills and increase independence.

- 25% Personal Care or Mobilizing to restroom.

-25% Outings-Individuals are going out on average 3X per week.  
Most typical places include: parks, restaurants, libraries and free activities

- The purpose of these activities are to fill time, entertain and community integration.

## **TEACHING**

### Area 80 and 2nd shift (work)

- Participant is receiving on average, 1 hour of 1:1 instruction daily-the instruction is a combination of production techniques, annual goals and BSP redirection
- Every day is different and staff are often responding or reacting to something.
- The results are the following:
- Over the last two years 7 people have moved to competitive employment (8 retail, 2 other industries)
- 60 people have been served in enclaves

## **SELF DIRECTION**

- The decision that participants get to make daily is whether or not they participate in the scheduled activity or work.
- Fading is often informal and a guess except in the IP goals and Behaviors.

## **RELATIONSHIPS/NETWORKING**

- 4 people go to Faith Mission and have a relationship with the volunteer coordinator.
- 3 people participate in Cycle Met
- 6 people go somewhere 1:1 with a program manager as a behavior reinforcer and have relationships with restaurant staff

## **PROGRESSION/TRIGGERS**

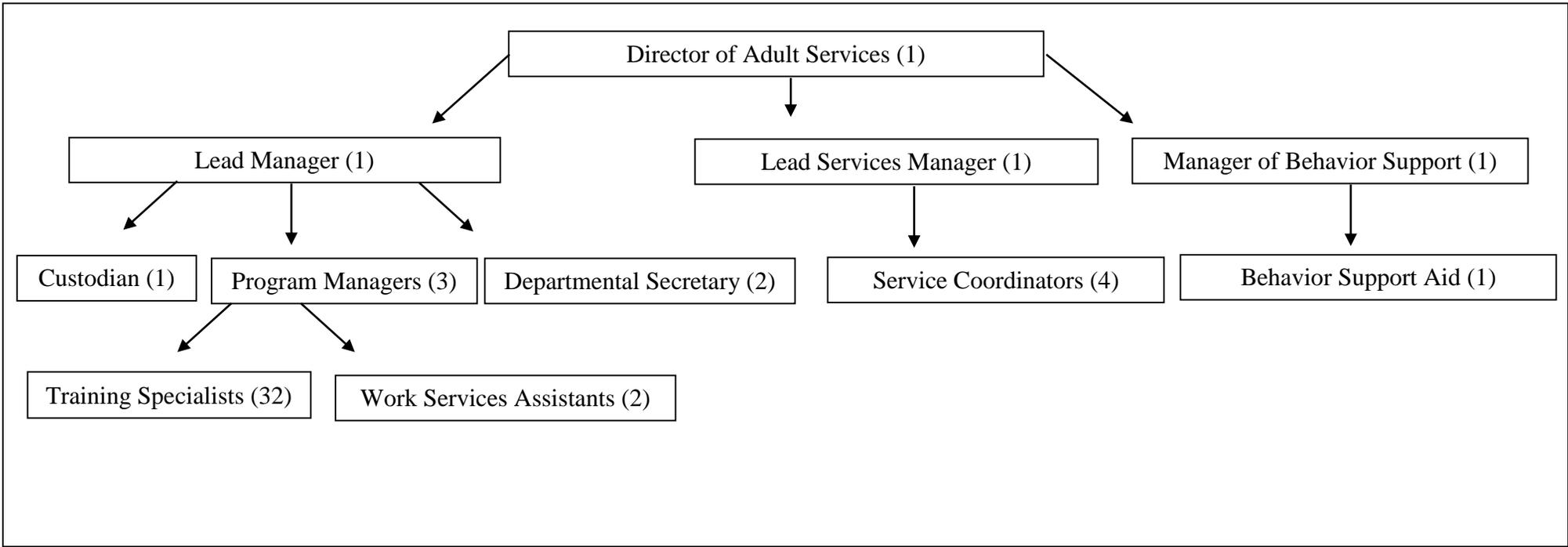
- Individual says they want to work, team gives consent and we refer them to an employment program that assesses their work readiness. There is not system to identify what a person's interests and skills are and to encourage community employment.

## **MARKETING/MESSAGING**

- Historically people have chosen program because of sheltered workshop with option to progress to enclaves. Now enclaves are not an option for new referrals.
- Dual diagnosis, significant behavioral concerns, severe behaviors and horror stories.

## **PROGRAM GOAL**

- Help people manage their behaviors to lead more fulfilling lives. Provide work and activity options in a sheltered setting.



## **Young Adult Services (YAS): 125 Individuals in 4 locations**

### **DATA COLLECTION**

- Much of the data we collect is to provide evidence of services.

### **ACTIVITIES/OUTINGS**

- Participants are spending an average of 2-4 hours in transport daily.
- 3 hours of activities daily.
- 2.5 hours for lunch, personal care and relaxation, transition.
- 5 % (high estimate) of participant's month is spent on an activity that is a passion and could lead to employment.
- 25% of month is spent on an activity that is a passion and could lead to increased independence
- Many outings are to the "store". This includes Krogers, Michaels, Pet Store, 5 Below, Big Lots, Parks, Movies and Restaurants
- Much information we are collecting about outings is whether or not something went wrong or if someone enjoys activity, not that leads to the development of a positive personal profile.
- Other fulfilling activities include: Climbing tower, swimming, kayaking, snow tubing, canoeing, volunteering at Meals on Wheels, Dress For Success, Franklin Park Conservatory.

### **SELF DIRECTION**

- The decision that participants get to make daily is to participate in 1 of 2 activities/outings provided in the morning and 1 of 2 activities/outings provided in the afternoon. This option varies per site. YAS West may have to most amount of flexibility because of the four units, YAS Gahanna/Berwick less and Edgehill with the least. Individuals can also contribute during calendar planning.
- Fading is often informal and undocumented except in the IP goals.

### **PROGRESSION/TRIGGERS**

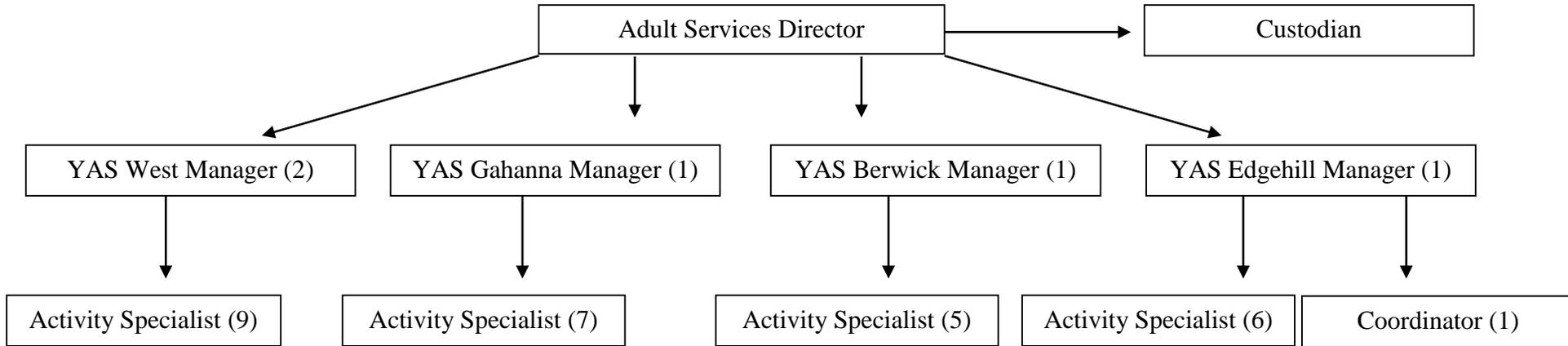
- We don't know when someone is ready for employment-we guess. Refer them to OOD or have them come to YAS Edgehill and partake in retail. Referred program tells us if they'll be successful or not.
- Gahanna-2 people to employment in workshop or enclave.
- West-5 people to employment in workshop or enclave.
- Edgehill-15 people to employment in workshop or enclave.
- Berwick- 0 people to employment in workshop or enclave.

### **MARKETING/MESSAGING**

- Historically if individuals do not want to work, they attend YAS, this has been changing recently due to New Generation and YAS merge.
- Non-work program at West, Gahanna, Berwick. Edgehill provides work opportunities in sheltered workshop.
- Do fun. cool stuff in community.

**PROGRAM GOAL**

- Provide opportunities to access community, recreation, socialization.



## B. Interim State

1. Provide personalized skill building opportunities in current state. Develop tools that help individuals, teams and program staff identify skills needed for successful, competitive employment. Raise expectations for program staff in regards to the skill-building they are providing.
2. Increase the amount of time individuals are accessing the community for skill development.
3. Provide career exploration and discovery during community integration activities.
4. Initiate plan to downsize retail enclaves. CES will complete Discovery for the current enclave individuals to move into competitive employment.

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

See map attached.

**D. Proposed changes in job descriptions and staffing**

1. Assess hiring a Project Manager to oversee Project Transformation.
2. Assess hiring a Job Developer with a sales and marketing background.
3. Transition Training Specialists in enclaves to Career Consultants.
4. Change title/job description of Activity Specialists to something more reflective of community navigators.
5. Identify reallocation of staffing resources to one new Goodwill Day Program from the Retirement Program.
6. Identify individuals on the critical response team-who will be called if there is an emergency in the community.
7. Assess needs or Mental Health Consultations available during Intake to Day Programming.
8. Hire program staff with focus on education, hobbies, knowledge of communities, training abilities and interests.

**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 2015	Year 1 of plan 2016	Year 2 of plan 2017	Year 3 of plan 2018
10	15-successfully employed for 60 days in an integrated setting earning a competitive wage at any hourly increment in positions that	25- successfully employed for 60 days in an integrated setting earning a competitive wage at any hourly increment in positions that	25- successfully employed for 60 days in an integrated setting earning a competitive wage at any hourly increment in positions that

	match the person's skills & interests.	match the person's skills & interests.	match the person's skills & interests.
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B.

Projected community integration placement outcomes			
Last year 2015	Year 1 of plan 2016	Year 2 of plan 2017	Year 3 of plan 2018
	<p>Every individual in all day programs has a PPP and skill assessment completed by end of 2016.</p> <p>6 individuals are referred to CES.</p> <p>5 individuals starting April 2016 100% Community-Based Services 8 by July, 16 total by the end of the year.</p>	<p>50% of individuals show an increase on their skill assessment.</p> <p>12 individuals are referred to CES.</p> <p>32 individuals receiving 100% Community-Based Services</p>	<p>65% of individuals show an increase on their skill assessment.</p> <p>20 individuals are referred to CES.</p> <p>64 individuals receiving 100% Community-Based Services</p>