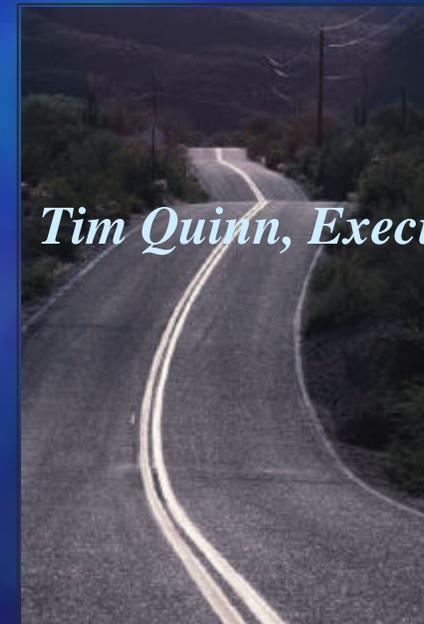


# THE ARC NORTHERN CHESAPEAKE REGION

*Can You Get There From Here?*  
*System Change in Local Agencies*

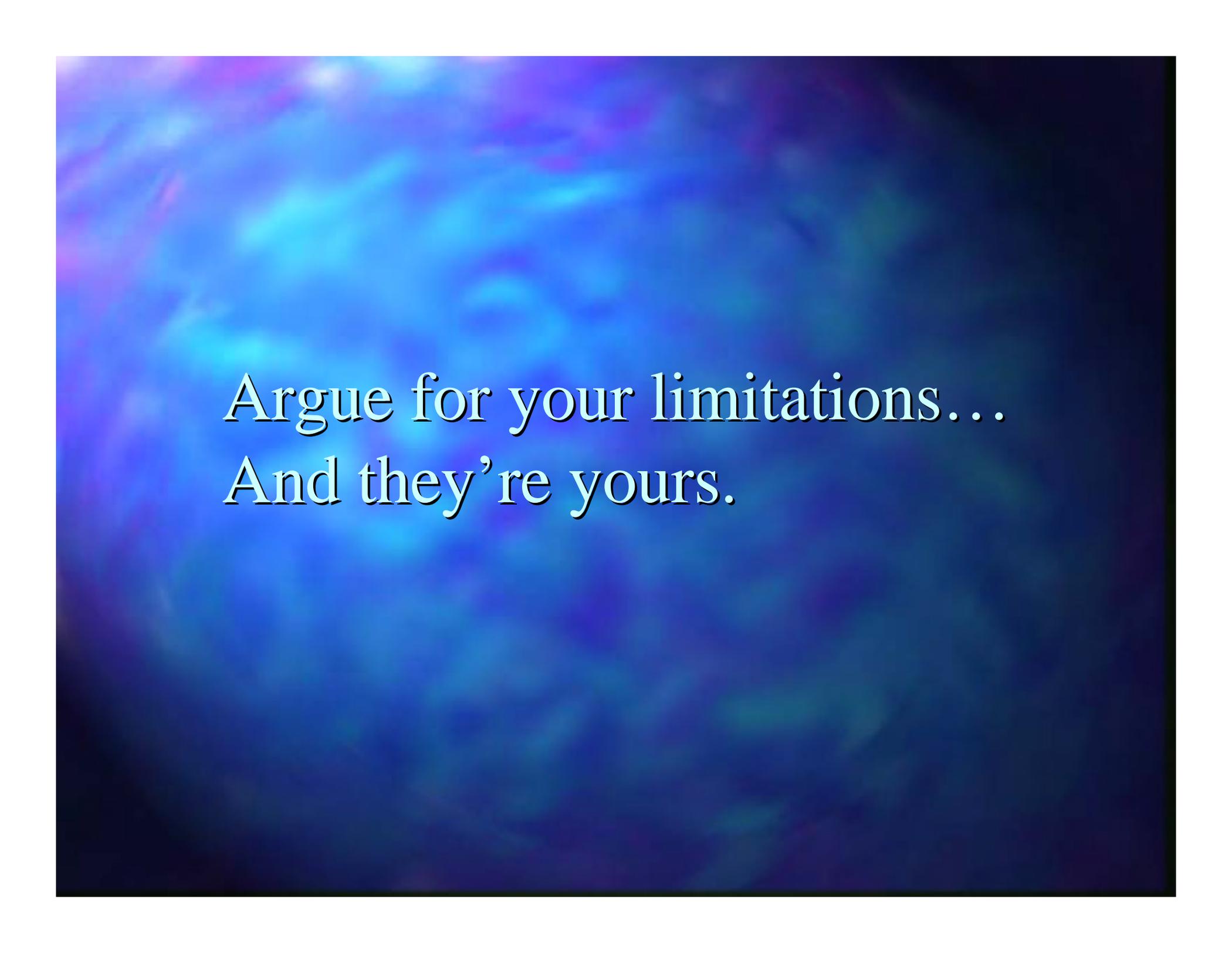


*Tim Quinn, Executive Director*

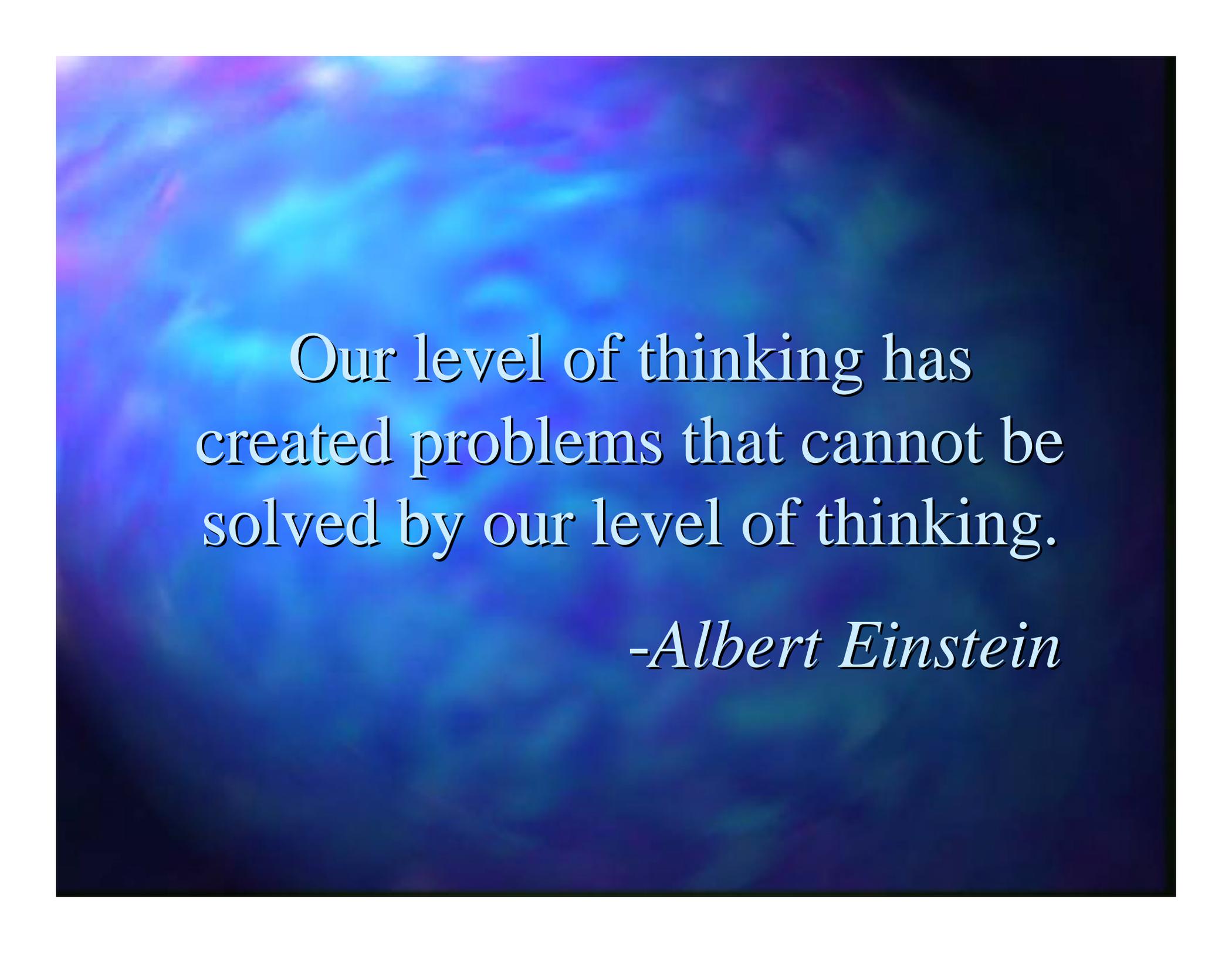
*2002 Reinventing Quality Conference*

*Chicago, IL*

*July 29-31, 2002*

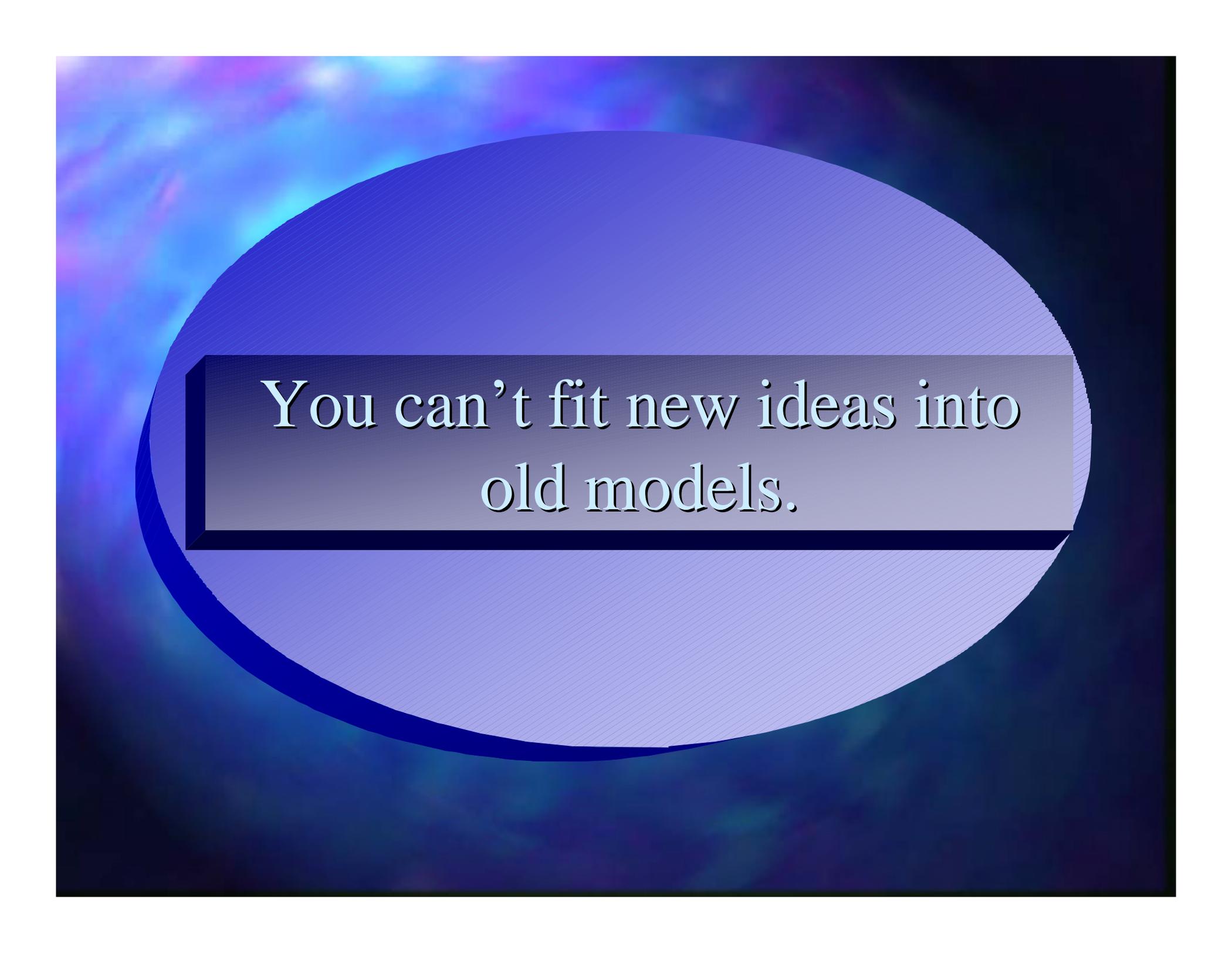


*Argue for your limitations...  
And they're yours.*



Our level of thinking has  
created problems that cannot be  
solved by our level of thinking.

*-Albert Einstein*



You can't fit new ideas into  
old models.

If it wasn't hard, everybody  
would do it.

*-Shannon Quinn*

# 1990 STRATEGIC PLAN



**VISION**



**COMMITMENT**



**CHANGE FROM THE BOTTOM UP**

# THE STRATEGIC PLAN

## A COMMON VISION : 2020

*People will have:*

- *most of their supports from family and friends*
- *their own homes, living with people they choose*
- *jobs in community businesses*
- *opportunities to participate in community life*

*The agency will have:*

- *an office on Main Street as its own “facility”*

# ANTICIPATED OUTCOMES

	<u>CURRENT SITUATION</u>	<u>ARC/1995</u>
<b>GROUPING</b>	Assigned	Chosen
<b>RESIDENCE</b>	Group Home/ALU	Home
<b>PLANNING</b>	ITM/IPP	Personal Future Plan
<b>LIFE STYLE</b>	Restricted	Options
<b>CONTROL FACTOR</b>	Agency	Person
<b>PROGRAM CONTENT</b>	Programming/Pre-community	Personal Empowerment
<b>RELIANCE</b>	Agency Dependency	Support Circle
<b>CENTER FOR LIFE</b>	Human Service World	Community
<b>SOCIAL ROLE</b>	Clienthood	Citizenship
<b>AGENCY ROLE</b>	Provider/Caretaker	Supporter/Bridger
<b>VOCATIONAL</b>	Readiness	Jobs

# SO WHAT'S THE DIFFERENCE?

- *Three group homes closed*
- *Went from 12 to 34 places where people live*
- *Most people live with people they choose*
- *Went from 30 people in jobs to over 60*
- *People act happier! (and tell us)*
- *Fewer power struggles*
- *People have more control*

*Hiring staff, Daily decisions, Big decisions (jobs, living situation), Run planning meetings*

- *People spend more time in community places*

# LESSONS

- *Chaos*
- *Bit off more than we could chew*
- *At expense of staff*
- *People still lonely*
- *Still Bureaucratic*

*(New Ideas/Old Models)*

# 1996 Initiative to Close Workshop

- *Membership Meeting*
- *Parents Meeting*
- *“Community” Jobs*

# WHAT CONVERSION MEANS

- *Identifying each person's dreams and designing supports to help them achieve them.*
- *Securing jobs for people with significant disabilities.*
- *Assisting people to develop connections and relationships with community members.*
- *Replacing facility-based skills training with individualized, "real life" experiences.*
- *Helping people access generic services available to everyone in the community whenever and wherever possible (i.e., recreational, educational, community services).*
- *Being recognized by the business community as a valuable source of employees, information, and consultation.*

# THE ARC NORTHERN CHESAPEAKE REGION

## *Changes in Developing Employment Opportunities for Individuals with More Intensive Support Needs*

### WHAT WAS

People asked for jobs, but wanted more information about work available.

People who began working in their “Dream jobs” quit or lost their jobs.

People who had previously been segregated from both work and the public were being asked to make job choices based only on short visits to job sites

Some people prefer to only work 1-2 hours a day.

To be employed, one must make money.

### CHANGE

Dream walks

Experience vs. People Exposure

Work Opportunity Initiative

People work the number of hours that match their preference and abilities

Being employed means That you are engaged in something you like to do.

\*Rosa Landes McAllister

“Believing in Work for Everyone.”

### WHAT HAPPENED

Individuals began to select jobs based on information gathered from Dream walks.

learned that the day to day activities involved in maintaining jobs can differ from expectations.

A variety of community-based work opportunities were developed to give people the chance to try out different kinds of work before they had to make a decision about the job they wanted.

Voc rehab has begun funding coaching for individuals working under 20 hours a week.

People are employed in paid jobs, as volunteers and as students.

# CONVERTING WORKSHOP SERVICES TO MEANINGFUL EMPLOYMENT

A continual learning process with valuable lessons along the way, including . . .

- People originally identified as those with the “most severe disabilities” demonstrated increased choice and control over the design and delivery of services, most particularly in relation to the nature of their work “dreams” and “goals”. People identified as “unemployable” were capable of working when job development and coaching was person-centered and focused. An ongoing struggle is the amount of support needed to maintain jobs; fading and natural supports take a much longer time to develop.
- People with little or no prior work experience need “try-outs” and “dreamwalks” to make choices about employment opportunities and preferences. Although the “try-outs” assist with employment choices, they do not necessarily result in long-term career paths. People will need to go through several jobs many times in different fields in order to develop a career path. This has particular implications for funding and success statistics.
- For most people, more than one type of community activity will be required to “fill a program” day. This also means that while community opportunities and activities are still being developed, there is a need for some type of space. The Arc is in the process of selling its workshop but at the same time looking at its new space requirements.

The conversion process has revealed a very difficult reality--there is no place to get to; this is an ongoing process filled with change and discovery. The one constant is that people continue to express a need and desire for meaningful employment. The methods to fulfill that need continually changes.

1999

- *Direct Care Campaign*
- *Futuring Process*
- *Build Community*

# OUR MISSION . . .

## Our Mission:

The Arc Northern Chesapeake Region assists people with developmental disabilities to identify and pursue personally valued lives.



*The Arc Northern Chesapeake Region  
assists people with developmental  
disabilities to identify and pursue  
personally valued lives.*

The Arc Accomplishes This By . . .



BUILDING  
COMMUNITY

# Our Five Year Strategies . . .

- I. **E**volve an organizational structure that builds partnerships.
- II. **C**onstantly build resource partnerships.
- III. **A**cquire technology on behalf of people with developmental disabilities.
- IV. **B**uild a workforce of competent, enthusiastic, well paid community builders, advocates and planners.
- V. **C**onstantly improve quality.

# LESSONS IN LEADERSHIP

- Keep the Vision Alive
- Challenge/ Be Challenged
- Support
- Be Impatient for People/ Be Patient with People
- No where to get to
- Promote the Learning Process
- Don't Wait for Money
- Tell Good Stories
- Work is never finished
- Move Towards Chaos?
- Outward Focus

# CURRENT

## Employment Services

- Outcome based
- Bonus
- Share in efficiency

## Evaluations

- Pay for Performance
- Team, Agency, Individuals

## Stars Initiative

- Workforce Development & Recruitment
- Future Implications

## Accreditation

## Capital Campaign

## Individual Giving/ POE