6th National Organizational Change Forum

**Indy** | Employment First! The Audacity of Change

September 22-23, 2010 - Hilton Hotel & Suites
Downtown Indianapolis, IN

Sponsored By

- APSE
- CESSI
- Indiana Association of Rehabilitation Facilities, Inc. (INARF)
- Indiana Family and Social Services Administration Medicaid Infrastructure Grant (MIG)
- Indiana Institute on Disability and Community at Indiana University
- Institute for Community Inclusion University of Massachusetts, Boston
- Options, Bloomington, IN
- School of Education at Indiana University Purdue University at Indianapolis
- TACE 5 Southern Illinois University Carbondale Rehabilitation Institute
- TransCen, Rockville, MD

To Register for the OC Forum, visit [http://www.iidc.indiana.edu/](http://www.iidc.indiana.edu/)
Welcome to the 6th National Organizational Change Forum, “Employment First! The Audacity of Change.” This Forum is designed to be interactive and action oriented. We will share state/national systems change strategies to develop Employment First agendas. Together we will push for significant reforms in state and national policies and practices.

The Forum offers four strands that address Organizational Leadership and Management, Inclusive Employment Best Practices, Policy and Systems Change, and Transition from School to Careers. Each session is designed to share current best practices and to engage participants in discussions about how to move forward with positive change. Two Town Hall meetings will provide opportunities for state teams to meet, plan, and share Employment First initiatives in their states and to learn from others.

If you have any questions or needs during the Forum, please stop by the registration table and we will be glad to assist you.

Schedule at a Glance

**Wednesday, September 22, 2010**

Registration: 7:30 – 5:00 p.m.
Opening Keynote Session: 9:00 – 10:30 a.m.
Morning Sessions: 10:45 – 12:00 noon
Lunch Provided: 12:00 – 1:15 p.m.
Afternoon Sessions: 1:15 – 2:30 p.m.
Town Hall: 2:45 – 5:00 p.m.
Reception: 5:00 – 6:00 p.m.

**Thursday, September 23, 2010**

Registration: 7:30 – 12:00 noon
Morning Sessions: 9:00 – 11:45 a.m.
Lunch Provided: 11:45 – 12:45 p.m.
Afternoon Sessions: 1:00 – 2:15 p.m.
Town Hall: 2:30 – 4:00 p.m.

**RESOURCE TABLE** – A resource table will be located in the registration area for information about upcoming conferences or trainings, materials from sessions, and other resources.

**MESSAGE CENTER** – A message board is available at the registration table for posting messages, job openings, announcements, etc. Please feel free to view and post information at your leisure. Any non-emergency phone messages for participants will be posted on the message board.
### Wednesday, September 22nd, 2010

**Monument Hall**

**Welcome:** Pat Rogan, Executive Associate Dean, School of Education, Indiana University Purdue University at Indianapolis
Opening Remarks: Greg McAloon, Indiana Director of Rehabilitation Services
**Opening Keynote:** Be a Bolder Partner to Achieve Real Change
**Keynote Speaker:** Lynnae Rutladge, Commissioner, Rehabilitation Services Administration

#### 10:30-10:45 a.m.

**BREAK**

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<th>Room</th>
<th>Circle City 8</th>
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<tr>
<td>Tracks</td>
<td>Organizational Leadership and Management</td>
<td>Inclusive Employment Best Practices</td>
<td>Policy and Systems Change</td>
<td>Transition – School to Career</td>
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<td></td>
<td>Carole Stuebe</td>
<td>Kevin Devine and Dale Verstegen</td>
<td>Fredi Bove and Lisa Mills</td>
<td>Teresa Grossi and Debra Martin Luecking</td>
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#### 12:00-1:15 p.m.

**LUNCH**
Organizational Change: How Ticket to Work Can Support the Employment First Initiative
**Speaker:** Dan O’Brien, Acting Associate Commissioner, Office of Employment Support Programs, Social Security Administration

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<tr>
<td>1:15-2:30 p.m.</td>
<td>No Groups, No Programs, No Buildings… NO KIDDING!</td>
<td>Cultivating Workplace Supports</td>
<td>Grassroots Change: The Role of Local Change Agents</td>
<td>How to Ensure Quality Work-Based Experiences</td>
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<td>Gail Fanjoy</td>
<td>Margaret Gilbride and Teresa Grossi</td>
<td>Jon Alexander, Bitta DeWeese, Bob Niemiec, Lori Pace, Susan Rinne, and Darla Wilkerson</td>
<td>Wendy Parent</td>
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#### 2:30-2:45 p.m.

**BREAK**

#### 2:45-5:00 p.m.

**TOWN HALL MEETING** (Part 1): Developing an Employment First Agenda for Change

*State of the States Presentation (John Butterworth) and Alliance for Full Participation Score Card (Karen Flippo)*

State Teams/Discussion Groups: Discuss Your State’s Employment First Agenda

#### 5:00-6:00 p.m.

**RECEPTION**

**Monument Hall**
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<td>Roy Stark</td>
<td>The Ifs and Buts of Organizational Change – A Direct Care Staff Perspective</td>
<td>Sherry Becker, John Butterworth, Rie Kennedy-Lizotte, Joe Longcor, and SueAnn Morrow</td>
<td>Seamless Transition Systems Integration: The Role of the CRP</td>
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<td>Holistic Services Within a Team Structure</td>
<td>Stephanie Birmingham, John Butterworth, David Mank, and Laura Owens</td>
<td>Predicting Supported Employment Outcomes for Transitioning Youth with Developmental Disabilities</td>
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<td>Roundtable Discussion with Senior Managers</td>
<td>Gail Fanjoy, Mike McKasson, Kelly Mitchell, Roy Stark, and Carole Steube</td>
<td>Value Driven Employer Partnerships</td>
<td>Laura Deutre and Julie Huber</td>
<td>Transition Partners in Action</td>
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<td>2:30-4:00 p.m.</td>
<td><strong>TOWN HALL MEETING</strong> (Part 1): Developing a National Agenda for Change: Where Do We Go From Here?</td>
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<td>Closing Remarks: National Organizational Change Forum 2012</td>
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Organizational Leadership and Management
Strand Leaders: Susan Rinne and Bob Niemiec

Why is it critical for leaders and managers to be successful at organizational change? Because it’s their job. Leaders and managers continually make efforts to accomplish successful and significant change – it’s inherent in their jobs. Some are very good at this effort (probably more than we realize), while others continually struggle and fail. This track will highlight some talented executive staff who will talk about how they have approached reinventing the organization and the importance of leadership. Executives and senior management staff will address their impetus for change, how barriers were addressed, funding, and the leader’s role in the change process.

OC Forum Keynote Speaker
Lynnae M. Ruttledge
Commissioner, Rehabilitation Services Administration, Department of Education

Lynnae M. Ruttledge was confirmed by the U.S. Senate as Commissioner, Rehabilitation Services Administration, U.S. Department of Education, on December 24, 2009. Ruttledge has been appointed by U.S. Department of Education, Office of Special Education and Rehabilitative Services Assistant Secretary Posny to serve as Acting Director, National Institute on Disability and Rehabilitation (NIDRR), on March 29, 2010. Ruttledge had served as the Director of the Washington Department of Social and Health Service, Division of Vocational Rehabilitation since 2005. She was responsible for leading Washington’s vocational rehabilitation program, working annually with more than 23,000 individuals with significant disabilities to achieve their vocational goals. Previously, Ruttledge served in leadership positions at the Oregon Department of Human Services, Office of Vocational Rehabilitation Services for more than 17 years. Ruttledge began her public service career in Michigan as a classroom teacher in the public school system.

Lynnae has received numerous recognitions and awards including serving as a Mary E. Switzer Scholar on Emerging Workforce Issues with the National Rehabilitation Association in 2000 and being honored with the Oregon Governor’s Award as Disabled Oregonian of the Year in 2000 and the Washington Governor’s Award for Leadership in Management in 2007. As a person born with a disability, Ruttledge received assistance from the vocational rehabilitation program and graduated from the Northern Michigan University with a B.S. in Education.
Inclusive Employment Best Practices
Strand Leader: *Dale Verstegen*

This session strand provides field-tested, practical applications to community employment services. This series of five sessions offer forum participants strategies for working more effectively with employers, with co-workers at the worksite and as a team within your organization.

**Policy and Systems Change**
*Strand Leaders: John Butterworth and Darla Wilkerson*

Employment outcomes vary widely from state to state, influenced by state policy, strategy, and the grassroots work of advocacy coalitions. Explore the work of states, advocates and other stakeholders in advancing individual integrated employment as a priority agenda at the state and federal levels.

**Transition – School to Career**
*Strand Leaders: Debra Martin Luecking, Pat Rogan, and Teresa Grossi*

Early linkages and supporting students in the community are critical factors to successful student transition from school to career. Transitioning to supported employment services take the efforts of multiple partners to link, connect, and provide in accordance with the student’s interest and choice. This strand offers the participants “snap shots” of how partners, including Community Rehabilitation Programs, are uniting and aligning their services to meet the unique needs of transitioning youth.

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**OC FORUM PROGRAM AND PRESENTERS**
*Wednesday, September 22, 2010*

**Welcome** – *Pat Rogan and Greg McAloon*

**Opening Keynote** – Be a Bolder Partner to Achieve Real Change – *Lynnae Rutledge*, Commissioner, United States Rehabilitation Services Administration)

10:45-12:00 p.m. **Concurrent Sessions**

**Organizational Leadership and Management Track**

**Stepping Up-Stepping Out: First Steps Towards Real Jobs, Regular Wages in Ordinary Places** – *Carole Stuebe*

This session will share the steps one agency took towards prioritizing the road less traveled. Moving forward with community based employment as a first and preferred option for working age adults.
Inclusive Employment Best Practices Track

**Work Based Experiences – A Gateway to Competitive Employment** – *Kevin Devine and Dale Verstegen*

Work Based Experiences create employment opportunities for those with limited work history and significant barriers to employment. Work Based Experiences provide opportunities for job seekers to acquire skill, expand their work history and assess their interests and aptitudes. Work Based Experiences also provide opportunities for employers to experience your organization’s employment services and recruit qualified job candidates that have demonstrated their ability to do the job. This session will highlight the work experiences provided through the Youth Transition Demonstration Project in Miami and West Virginia.

Policy and Systems Change Track

**Developing a Comprehensive Approach to Systems Change** – *Fred Bove and Lisa Mills*

Wisconsin has developed one of the most innovative managed long-term care systems which is enabling the unprecedented elimination of waiting lists for long-term care. In the midst of such dramatic systems change, improving integrated employment outcomes has become a policy priority which is being advanced with a multi-faceted, multi-level systems change effort aimed at tackling a wide variety of long-standing barriers to change. Come to this session to learn more about how one state is tackling change from all sides.

Transition – School to Career Track

**Crackerbarrel: What’s Working, Where, and How?** (A facilitated discussion about transition best practices) – *Teresa Grossi and Debra Martin Luecking*

During these chaotic and uncertain times, how do we maintain our momentum and keep our focus on delivering quality services to assist students in reaching their career goal of choice? The following questions will guide our dynamic and interactive discussion: What are evidence-based transition practices? What are we presently doing to implement these practices? What should we be doing to implement these practices? What is getting in the way? What can we do to move forward? Participants should leave this session energized with new strategies to approach transition issues.
1:15-2:30 p.m. Concurrent Sessions

Organizational Leadership and Management Track

No Groups, No Programs, No Buildings... NO KIDDING! – Gail Fanjoy

While living in a home of one’s own, competitive employment, and community belonging have come the benchmarks of success, human service organizations and educators responsible for transition planning have struggled to realize these outcomes for people with disabilities. By highlighting individual and organizational stories of success and failure, Gail will demonstrate how KFI has transformed its agency from traditional, center-based services to a progressive community support provider by building person-centered supports one person at a time. Strategies and lessons learned along the way will be disclosed within these stories demonstrating that communities are welcoming places filled with caring neighbors, landlords and employers ready and willing to engage themselves with people with disabilities. The audience will be lead through a series of discoveries which might make a difference in any organization.

Inclusive Employment Best Practices Track

Cultivating Workplace Supports – Teresa Grossi and Margaret Gilbride

Cultivating natural supports begins at the onset of job development. Once a good job match has been accomplished, the job site trainer needs to determine the best course of action to produce quality employment outcomes. Do the customers (employee and employer) need support? Has natural supports been maximized? Are you equipped to provide teaching when necessary? Are you as a job site trainer performing in ways that reflect best practices? This session will provide examples and strategies to utilize evidence-based practices in the workplace.

Policy and Systems Change Track

Grassroots Change: The Role of Local Change Agents – Jon Alexander, Bitta DeWeese, Bob Niemiec, Lori Pace, Susan Rinne, and Darla Wilkerson

In many states employment systems change has been initiated and driven by grass roots coalitions that have included advocates, APSE, providers, DD Councils, People First, state personnel, and others coming together to define barriers and develop action plans. This session will describe the experiences of coalitions in Missouri, Minnesota, and Indiana as they organized to establish an Employment First strategy.

Transition – School to Career Track

How to Ensure Quality Work Based Experiences – Wendy Parent

This session will describe the importance of providing community-based work experiences as they relate to achieving employment outcomes for youth with disabilities. Strategies for communicating with businesses, arranging work experience opportunities, and promoting permanent, paid employment will be discussed. Techniques for teaching work and work-related skills, enhancing self-determination, determining passions, assessing skills and interests, and establishing a work ethic that make work experiences meaningful and a contributing factor to positive post-school employment outcomes will be highlighted. Case study illustrations of effective work experiences and how participants can create opportunities for youth in their own communities will be shared.
2:45-5:00 p.m. **Town Hall Meeting (Part 1): Developing an Employment First Agenda for Change** – **John Butterworth** will provide a “State of the States” report and state teams will meet to discuss their Employment First Initiative. **Karen Flippo** will present on the Alliance for Full Participation Score Card.

5:00-6:00 p.m. **Reception**

**OC FORUM PROGRAM AND PRESENTERS**  
**Thursday, September 23, 2010**

9:00-10:15 a.m. **Concurrent Sessions**

**Organizational Leadership and Management Track**

**Transformation to a Recovery Focused Community Mental Health Center** - **Roy Stark**

This presentation will provide an overview of the Mental Health Center of Denver and its transformation from a community mental health center which helped people stabilize in the community and stay out of the hospital, to one which truly helps people recover and have a life in spite of their illness. Barriers included resistance of staff to change to a new mode of service provision, a belief system which did not support recovery, and fears that people served would not survive the change process. The presentation will include an overview of the work MHCD has done to create and implement instruments to measure recovery and use data to drive system change. The role of the CEO and executive management team has been critical in creating and continuing this transformation and creating a wellness culture which supports the system change.

**Inclusive Employment Best Practices Track**

**The Ifs and Buts of Organizational Change – A Direct Care Staff Perspective** - **Panel of Direct Support Staff**

‘If ifs and buts, were candy and nuts, oh what a party we would have.’ This panel of direct care staff will offer their perspective on the sustained organizational change efforts within their organizations. Staff will discuss their perspective on the organizational change process, changes in their role and responsibilities and the impact on their working relationship with the consumers and their family/guardians. In this interactive session, panel members and session participants will also be encouraged to discuss how and why staff in their organization have embraced and resisted specific aspects of the change process.

**Policy and Systems Change Track**

**A Framework for State Level Change: Building an Employment First Strategy** – **Sherry Becker, John Butterworth, Rie Kennedy-Lizotte, Joe Longcor, and SueAnn Morrow**

Improving employment outcomes at the state level requires a holistic approach that communicates a clear message and incorporates policy change, funding, capacity development, interagency partnerships, outcome measurement, and service innovation. This session will describe the model used by state members of the State Employment Leadership Network. Network members will describe their experiences in developing strategy and promoting employment as a priority outcome.
9:00-10:15 a.m. Concurrent Sessions (cont.)

Transition – School to Career Track

Seamless Transition Systems Integration: The Role of the CRP – Stephanie Potter

Since 2005, this grassroots initiative has assisted transitioning students to fully participate in work and community life. What does it take to achieve uninterrupted services between graduation and the next day after? — Shift in thinking, partner collaboration, qualified staff, early linkages, and a Can Do attitude! The presenter will describe the Seamless Transition Systems Integration Model that has guided efforts to teach and support students to be self-directed and knowledgeable about their lives and their community. How this model has influenced services of the CRP partner will be described. Although this model is a big undertaking, the presenter will discuss with participants what they can start doing now.

10:30-11:45 a.m. Concurrent Sessions

Organizational Leadership and Management Track

Changeover, the Hoosier Experience: Focusing on the Vision – Mike McKasson and Kelly Mitchell

The presenters will review how change began and has evolved in their organizations, a community mental health center and a community rehabilitation program. Each has a story that includes developing a vision, gaining consensus, and working through barriers that were, at times, surprising but never insurmountable. They will review lessons learned including being willing to review practices, knowing what needs to change, developing new partnerships, communicating culture and ensuring everyone walks the talk.

Inclusive Employment Best Practices Track

Holistic Services within a Team Structure – Kim Capps and Janessa Gerber

Options, a nonprofit organization in Bloomington, Indiana, has developed an approach to employment and supported living that incorporates the efforts of the whole team in making dreams come true. People with disabilities tend to have their lives dissected into nice separate units without consideration for how all the pieces interrelate. Options’ approach to such services is the notion of holistic services, where everyone who is part of the person’s life is a valued team member and potentially offers a resource or source of support. The presentation will include detailed discussions around how the agency integrated these values as it offers employment services through individual support teams. In addition, the presenters will talk about the roles of team members and the use of employment specialists in a unique “resource” role. We will provide information on the outcomes after years of implementation along with strategies for other agencies interested in designing similar holistic supports.
Policy and Systems Change Track

Federal Policy Initiatives and Change – Stephanie Burmingham, John Butterworth, David Mank, and Laura Owens

Join a discussion of federal policy and strategy for improving employment outcomes. Advocates have recommended a wide range of strategies including phasing out subminimum wage employment, increasing the federal match for Medicaid services for supported employment, development of a national systems change initiative, and restructuring of Medicaid service definitions. Other broad-based strategies include limiting non-preferred services, establishing financial incentives, and building local capacity for services. The session will address current initiatives and their status, and strategies for moving forward.

Transition – School to Career Track

Predicting Supported Employment Outcomes for Transitioning Youth with Developmental Disabilities – Monica Simonsen

A statewide survey of CRP staff who worked with 338 transitioning youth with developmental disabilities one year after exiting school reveals that only 36.9% received supported employment services and were in competitive employment positions. Of those, more than half were working in group models (e.g., enclaves and mobile crews). The study yields important information about the individual and family characteristics, secondary school experiences, and community context that best predict supported employment outcomes. Participants will discuss the relevance of the findings to their work and how to share the findings with individuals, families, secondary schools, and VR agencies in order to help transitioning youth with developmental disabilities transition to integrated paid work.

1:00-2:15 p.m. Concurrent Sessions

Organizational Leadership and Management Track

Roundtable Discussion with Senior Managers – Gail Fanjoy, Mike McKasson, Kelly Mitchell, Roy Stark, and Carole Steube

Participants will dialogue with presenters about issues that are stumpng them such as:

- How have customers and families responded to change efforts?
- What role did the Board play in the change process?
- Did you use existing revenue streams differently? If so, how?
- Did you access new resources? If so, what and how?
- What changes occurred in expenses?
- How have you served people with more significant disabilities?
- Did local, state, or federal funders provide incentives or support?
Inclusive Employment Best Practices Track

Value Driven Employer Partnerships – Sara Murphy

In the 80s we encouraged employers to “hire the handicapped.” In the 90s, we suggested they take advantage of “an untapped labor pool” and told them that people with disabilities were “ready, willing and able.” Yet, regardless of our efforts to increase the number of people with disabilities in the workforce, the unemployment rate for these folks has not changed. Today, 70% of people with disabilities are under-employed or are not working. Something needs to change. We need to realize that hiring an employee is a business decision, not a social issue. Employers hire people who can contribute to their workforce. Increasing awareness or subsidizing wages is not enough. Job developers must learn to identify business needs, and then, prepare and present candidates who will add value. This session will look at ways to re-frame how we approach and partner with employers and ways to better serve job seekers with disabilities.

Policy and Systems Change Track

Intersection of Person-centered Systems Change and Employment – Laura Deutre and Julie Huber

Organization change occurs through a multitude of influences and strategies. Six states have spent the past three years using person-centered practices as a strategy to bring about change on three levels - individual change, organization change and system change. In this session Tennessee, one of the six states, will describe how employment comes to the forefront when all levels of the system are using person-centered practices that focus on the expected outcomes of individuals, people having positive control over their lives. By really listening to people and the people that care the most about them and promising to figure out what is important to that person (applying Person Centered Thinking Tools), employment jumps to the top of the list of things people want in their lives. Through the use of the Tools, our system has developed and embraced a process of “Discovery” around employment which helps people explore their interests and abilities and build on those when looking for employment.

Transition – School to Career Track

Transition Partners in Action – Debra Martin Luecking and Monica Simonsen

What does it take to integrate evidence-based transition principles into everyday practice? Transition Partners are collaborating to assist each student participate in a flow of services that are grounded in discovery, work based experiences, early linkages with adult services, and paid inclusive employment prior to exit. The interactions and connections of three primary partners: Local School System, VR, and CRPs will be highlighted. Participants will have the opportunity to review early outcomes and hear of lessons learned during the implementation of this model demonstration project. Proven outcome driven tools will be shared and participants will have the opportunity to brainstorm what they will try to put in place after the Forum.

2:30-4:15 p.m. Town Hall Meeting (Part 2): Developing a National Agenda for Change: Where Do We Go from Here? Facilitated by David Mank and the Organizational Change Forum Planning Group
Many thanks to our wonderful planning committee members:

Pat Rogan, Chair

Joel Fosha, Conference Planning and Marketing

National Planning Committee: John Butterworth, Karen Flippo, Debra Martin Luecking, David Mank, Bob Niemiec, Laura Owens, Dale Verstegen, and Darla Wilkerson.

Indiana “Ground Crew:” Dennis Born, Charles Boyle, James Emmett, Jeffrey Hughes, Theresa Koleszar, Kim Opsahl, Amanda Ramirez, Evan Reinhardt, Susan Rinne, Steve Savage, Patti Sebanc, Tina Skeel, Theresa Stinson.