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
✦ TACE 5 Southern Illinois University Carbondale Rehabilitation Institute
✦ TransCen, Rockville, MD
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 a.m. – 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 a.m. – 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.
### 6th National Organizational Change Forum

**Wednesday and Thursday, September 22-23, 2010**

Hilton Indianapolis Hotel and Suites

**Wednesday, September 22, 2010**

#### 7:30-5:00 p.m./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 Ruttledge, Commissioner, Rehabilitation Services Administration

### Break/Circle City 8, 11, 15, 16

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**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.** Monument Hall

**Reception**
# 6th National Organizational Change Forum

**Thursday, September 23, 2010**

**Registration** 7:30-12:00 Noon/Monument Hall

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<td>The Ifs and Buts of Organizational Change – A Direct Care Staff Perspective</td>
<td>A Framework for State Level Change: Building an Employment First Strategy</td>
<td>Seamless Transition Systems Integration: The Role of the CRP</td>
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<td>Community Mental Health</td>
<td>Roy Starks</td>
<td>Deb Dewitt, Karolyn Miller, Barb Parr, Heidi Wedige</td>
<td>Sherry Becker, John Butterworth, Rie Kennedy-Lizotte, Joe Longcor, and SueAnn Morrow</td>
<td>Stephanie Potter</td>
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<td>Federal Policy Initiatives and Change</td>
<td>Predicting Supported Employment Outcomes for Transitioning Youth with Developmental Disabilities</td>
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<td>Experience</td>
<td>Mike McKasson and Kelly Mitchell</td>
<td>Kim Capps and Janessa Gerber</td>
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<td>Roundtable Discussion</td>
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<td>Value Driven Employer Partnerships</td>
<td>Intersection of Person-Centered Systems Change and Employment</td>
<td>Transition Partners in Action</td>
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<td>with Senior Managers</td>
<td>Gail Fanjoy, Mike McKasson, Kelly Mitchell, Roy Starks, and Carole Steube</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. Rutledge
Commissioner, Rehabilitation Services Administration,
Department of Education

Lynnae M. Rutledge was confirmed by the U.S. Senate as Commissioner, Rehabilitation Services Administration, U.S. Department of Education, on December 24, 2009. Rutledge 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. Rutledge 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, Rutledge served in leadership positions at the Oregon Department of Human Services, Office of Vocational Rehabilitation Services for more than 17 years. Rutledge 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, Rutledge received assistance from the vocational rehabilitation program and graduated from the Northern Michigan University with a B.S. in Education.

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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 services 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.

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

9:00-10:30 a.m.

**Welcome – Pat Rogan**

**Opening Remarks – Greg McAloon**

**Opening Keynote – Be a Bolder Partner to Achieve Real Change – Lynnae Ruttledge**, Commissioner, Rehabilitation Services Administration

10:30-10:45 a.m. **Break**
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. Details of moving forward with community-based employment as a first and preferred option for working age adults will be discussed.

**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 – 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**


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.

12:00-1:15 p.m. **Lunch**
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 DeWees, 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. David Mank will facilitate.

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 Starks

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 – Deb Dewitt, Karolyn Miller, Barb Parr, and Heidi Wedige

‘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


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.
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.

10:14-10:30 Break

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.
10:30-11:45 a.m. **Concurrent Sessions** (cont.)

**Policy and Systems Change Track**

**Federal Policy Initiatives and Change** – *Stephanie Birmingham, John Butterworth, Serena Lowe, and David Mank*

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.

11:45-12:45 p.m. **Lunch**

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 stumping 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 Doutre and Julie Huber

Organizational 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 to 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.

2:30-4:00 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
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<tr>
<td>Jon Alexander</td>
<td>Chief Executive Officer, Kaposia</td>
<td>(651) 789-2817 <a href="mailto:jalexander@kaposia.com">jalexander@kaposia.com</a></td>
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<tr>
<td>Sherry O. Becker</td>
<td>Executive Director, NIVC Services, Inc. - Helping People Work</td>
<td>(641) 423-3301 <a href="mailto:sherry@nivcservices.org">sherry@nivcservices.org</a></td>
</tr>
<tr>
<td>Stephanie Birmingham</td>
<td>Public Policy Associate, APSE</td>
<td>(920) 495-9688 <a href="mailto:Stephanie@apse.org">Stephanie@apse.org</a></td>
</tr>
<tr>
<td>John Butterworth</td>
<td>Coordinator of Employment Systems, Institute for Community Inclusion at UMASS Boston</td>
<td>(617) 287-4357 <a href="mailto:john.butterworth@umb.edu">john.butterworth@umb.edu</a></td>
</tr>
<tr>
<td>Kim Capps</td>
<td>Supported Employment Coordinator, Options</td>
<td>(812) 325-9615 <a href="mailto:kcapps@optionsfbl.com">kcapps@optionsfbl.com</a></td>
</tr>
<tr>
<td>Kevin James Devine</td>
<td>Employment Specialist, Abilities of Florida, Youth Transition Demonstration Project</td>
<td>(305) 273-3203 <a href="mailto:kdevine@ourpeoplework.org">kdevine@ourpeoplework.org</a></td>
</tr>
<tr>
<td>Bitta DeWees</td>
<td>Director of Community Employment, Stone Belt Arc</td>
<td>(812) 335-3507 <a href="mailto:bdewees@stonebelt.org">bdewees@stonebelt.org</a></td>
</tr>
<tr>
<td>Deb Dewitt</td>
<td>Health and Wellness Coordinator, NorthStar Services</td>
<td>(402) 372-6477 <a href="mailto:deb2@northstarservices.net">deb2@northstarservices.net</a></td>
</tr>
<tr>
<td>Laura Doutre</td>
<td>State Director of Person Centered Practices, Division of Intellectual Disabilities Services, State of Tennessee</td>
<td>(615) 532 5450 <a href="mailto:Laura.Doutre@tn.gov">Laura.Doutre@tn.gov</a></td>
</tr>
<tr>
<td>Gail Fanjoy</td>
<td>Director of Quality and Innovation, KFI</td>
<td>(207) 723-9466 <a href="mailto:gfanjoy@kfimaine.org">gfanjoy@kfimaine.org</a></td>
</tr>
<tr>
<td>Karen Flippo</td>
<td>State Teams Liaison, Alliance for Full Participation</td>
<td>(401) 846-5791 <a href="mailto:kfflippo@aol.com">kfflippo@aol.com</a></td>
</tr>
<tr>
<td>Janessa Gerber</td>
<td>Director of Services, Options, Options</td>
<td>(812) 332-9615 <a href="mailto:igerber@optionsfbl.com">igerber@optionsfbl.com</a></td>
</tr>
<tr>
<td>Margaret Gilbride</td>
<td>Research Associate, Indiana Institute on Disability and Community Center for Community Living and Careers</td>
<td>(812) 855-6508 <a href="mailto:mgilbrid@indiana.edu">mgilbrid@indiana.edu</a></td>
</tr>
<tr>
<td>Teresa Grossi</td>
<td>Director, Center on Community Living and Careers</td>
<td>(812) 855-6508 <a href="mailto:tgrossi@indiana.edu">tgrossi@indiana.edu</a></td>
</tr>
<tr>
<td>Julie Huber</td>
<td>State Director of Day Services, Tennessee Division of Intellectual Disabilities Services</td>
<td>(615) 532-6540 <a href="mailto:Julie.Huber@state.tn.us">Julie.Huber@state.tn.us</a></td>
</tr>
<tr>
<td>Rie Kennedy-Lizotte</td>
<td>Project Manager, National Association of State Directors of Developmental Disabilities (NASDDDS) State Employment Leadership Network (SELN)</td>
<td>(703) 683-4202 <a href="mailto:klizotte@nasddds.org">klizotte@nasddds.org</a></td>
</tr>
</tbody>
</table>
OC FORUM PRESENTERS LIST (cont.)

Joe Longcor
Project Manager
Michigan Medicaid Infrastructure Grant,
Michigan Department of Community Health
(512) 41-1730
longcorj@michigan.gov

Serena Lowe
Founder and Principal
AnereS Strategies
(202) 548-2502
EwolAneres@yahoo.com

Debra Martin Luecking
Senior Research Associate
TransCen Inc.
(301) 424-2002
dluecking@transcen.org

David Mank
Director
Indiana Institute on Disability and Community
(812) 855-6508
dmank@indiana.edu

Greg McAloon
Director, Bureau of Rehabilitation Services
Indiana Family and Social Services Administration
(317) 232-1319

Mike McKasson
Director, Adult Services
Co-Director, ACT Center Adult and Child
Mental Health Center
(317) 893-0251
rmckasson@adultandchild.org

Karolyn Miller
Director of Community Services
Warrick County
(812) 897-4840
kmiller@sirs.org

Lisa A. Mills
Consultant
Wisconsin Department of Health Services,
Division of Long-Term Care
Wisconsin Department of Health
(608) 225-4326
lisa.mills@dhfs.wisconsin.gov

Kelly Mitchell
CEO
Southern Indiana Resource Solutions, Inc.
(812) 897-4840
kmitchell@sirs.org

SueAnn Morrow
Vice-President
IA-APSE
(319) 931-5781
samorrow@hughes.net

Sara Murphy
Director
TransCen Inc., WorkLink program
(415) 979-9520
S_murphy@sbcglobal.net

Bob Niemiec
Senior Consultant
Griffin-Hammis Associates, LLC
(651) 334-0235
bniemiec@griffinhammis.com

Dan O’Brian
Acting Associate Commissioner, Office of Employment Support Programs,
Social Security Administration
regulations@ssa.gov

Laura Owens
Executive Director
APSE
(301) 279-0060
lowens@apse.org

Lori Pace
Director of Employment Solutions
The Arc of the Ozarks
(417) 868-7210
LPace@thearcoftheozarks.org

Wendy S. Parent
Research Associate Professor
Assistant Director, Lawrence Site
Kansas University Center on Developmental Disabilities
(785) 864-1062
wparent@ku.edu
PLANNING COMMITTEE MEMBERS

Many thanks to our wonderful planning committee members:

Pat Rogan, Chair

Joel Fosha, Conference Planning and Marketing

National Planning Committee: Dennis Born, John Butterworth, Karen Flippo, Debra Martin Luecking, David Mank, Bob Niemiec, Laura Owens, Susan Rinne, 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, and Betty Williams.
OUR THANKS TO THE FOLLOWING SPONSORS
OC FORUM SPONSORS LIST

**Division of Disability and Rehabilitative Services**

**Bureau of Rehabilitation Services**

**Medicaid Infrastructure Grant**

$10,000 Sponsor

FSSA’s Medicaid Infrastructure Grant (MIG) supports state systems change to reduce barriers and improve meaningful employment outcomes for individuals with disabilities.

The MIG is awarded through competitive solicitation each year through the Centers for Medicare and Medicaid Services (CMS). Over the past eight years Indiana’s MIG has supported a number of initiatives including: implementation of innovative employment and training programs such as Project SEARCH and Corporate Job Development; supporting “Think Beyond the Label,” a national marketing campaign that targets employers and makes the business case for hiring individuals with disabilities; expansion and capacity building of the Benefits Information Network and Indiana Works (WIPA); expansion of the Business Leadership Network; evaluation of Indiana’s M.E.D. Works (Medicaid for Employees with Disabilities) program; and collaboration with asset building and financial literacy resources to ensure that services are inclusive of people with disabilities. Since 2008, the Division of Disability and Rehabilitative Services (DDRS), the Office of Medicaid Policy and Planning (OMPP), and key stakeholders on the MIG Leadership Council have been conducting a strategic planning process that outlines a plan for statewide systems change. This five-year strategic plan will serve as a guide for state leaders, advocates, consumers, businesses, and other stakeholders to improve Indiana’s economic development by increasing employment and self-sufficiency outcomes for individuals with disabilities. Visit [http://www.in.gov/fssa/] for more information.

$1,000 Sponsor

APSE is a growing national non-profit membership organization, founded in 1988 as the Association for Persons in Supported Employment, now known as APSE. APSE is the only national organization with an exclusive focus on integrated employment and career advancement opportunities for individuals with disabilities. APSE’s mission is to advance equitable employment for citizens with disabilities. For more information, visit [http://www.apse.org/].

$1,000 Sponsor

The Social Security Administration’s Ticket to Work Program is a voluntary employment program that offers adults 18-64 who receive benefits under SSDI or SSI (“beneficiaries”) access to a growing array of employment support services. A greater selection of employment support services enable beneficiaries who want to choose work by setting them up for success in acquiring self-sufficiency. Organizations approved to provide these services (called “Employment Networks”, or ENs) are paid on an outcome basis. As clients (“Ticket Holders”) reach specified employment milestones, SSA sends Ticket Payments to the EN. An EN can be any organization that provides direct services to beneficiaries; allowing them to prepare for, acquire or maintain employment. By participating in the Ticket Program, an EN has access to an unrestricted revenue stream that continues to build as more Ticket Holders achieve employment success. As part of a “braided funding” approach, Ticket to Work revenue can be added to monies from State Vocational Rehabilitation programs and Medicaid, allowing a provider to enhance or expand employment service offerings at a time when funding sources are scarce. For more information regarding the Ticket to Work program, please visit [http://www.cessi.net/ttw] and enter the space for “Employment Networks”).
The Indiana Institute on Disability and Community works with communities to welcome, value, and support the meaningful participation of people of all ages and abilities through research, education, and service. The Indiana Institute, Indiana’s University Center for Excellence on Disabilities, is committed to providing Hoosiers with disability-related information and services that cross the life span, from birth through older adulthood. Through its collaborative efforts with institutions of higher education, state and local government agencies, community service providers, persons with disabilities and their families, and advocacy organizations, Institute faculty and staff work to increase community capacity in disability through academic instruction, research and evaluation, training and technical assistance, and information dissemination. Visit us on the Web at http://www.iidc.indiana.edu/.

The Institute for Community Inclusion (ICI) promotes the inclusion of people with disabilities in their communities through training, research, consultation, and clinical and employment services. ICI projects involve local, state, and national agencies, schools, institutes of higher education, national service programs, rehabilitation providers, and multicultural organizations. The ICI is a program of the University of Massachusetts Boston and Children’s Hospital Boston. For more information, visit http://www.communityinclusion.org/.

Options is a private, nonprofit whose mission is to partner with people with disabilities and our communities to bring about self-directed and fulfilled lives through education, information and support. Options provides customized, holistic services to assist individuals achieve their desired lifestyle including housing, rewarding employment, fulfilling relationships, and active citizenship in communities throughout Southern Indiana. For more information, visit http://www.optionsfb.com/.

Our Values:

**Customer focus:** Customers are most important to the success of the organization.

**Independence:** Services result in independence and enriched lives in the community.

**Integration:** All services are provided in the community individually or in small groups.

**Respect:** Everyone is given respect regardless of ethnicity, gender, disability, or severity of disability.

**Mission:** Decisions are mission driven.

**Customer Rights:** People with disabilities have the same rights, freedoms and choices as people without disabilities.

**Community:** Within the community Options serves as a resource, convener and connector.
Technical Assistance and Continuing Education Center (TACE) provides performance-based continuing education services to rehabilitation organizations and personnel in the six state Rehabilitation Services Administration (RSA) Region V who serve persons with disabilities.

The program is designed to improve the job skills, provide new knowledge, and update the training of rehabilitation professionals through an integrated series of educational services that emphasize the skills necessary to a worker's effective performance.

TACE region 5 conducts continuing education workshops, seminars, conferences, and training sessions; collects and disseminates up-to-date information; and provides technical assistance and consultation to state agencies as well as public and private facilities, agencies, and organizations. Visit [http://www.rcepv.siu.edu/](http://www.rcepv.siu.edu/) for additional information.

TransCen, Inc. is a non-profit 501(c)3 organization, located in Rockville, MD, dedicated to improving educational and employment outcomes for people with disabilities. Our work is driven by the belief that there is a job for everyone who wants one, regardless of the nature of their disability, or other barriers to employment, their need for workplace support and accommodation, or economic circumstance. Our associates develop, implement, and research innovative practices regarding school-to-adult life transition, career and workforce development, and inclusive community participation. Visit [http://www.transcen.org](http://www.transcen.org) for additional information.

INARF is the principal membership organization in Indiana representing providers of services to people with disabilities. Our members serve over 60,000 Indiana citizens annually and employ over 14,500 full-time employees. For 36 years, INARF has maintained relationships with governmental agencies responsible for human service programs, promoted networking opportunities for members coordinated quality professional development programs and provided leadership and support in the promotion of quality programs for persons with disabilities. Visit [http://www.inarf.org/](http://www.inarf.org/) for more information.

**VISION:** Communities that embrace, include, and support all people.

**MISSION:** Advancing leadership and building resources to promote quality services for people with disabilities.