

Beyond Business as Usual: Inventing the Provider of the Future

Mike Mayer
Senior Partner



www.cra.cc

- History
- Our current system is set up to deliver exactly what we get
- Our thinking supports our systems
- Systems start with obstacles
- Communities begin with opportunity
- Entirely different outcomes

The Provider of the
future embraces

*Trans***formational**
*Thin***king**

We Have Two Choices:

(1) Predict the Future

-or-

(2) Invent the Future

Which sounds better?

The
Challenge:
Killing
“the Can’t”

**FIRST
TASK:
KILL
STUPID**

What is Stupid?

Example:

1. Required Poverty (all types)
2. Healthandsafety
3. Wrong questions (Disney)

What do we know from the research?

1. Loneliness kills
2. Friends keep you healthy
3. Friends keep you safe

The 4 C's of Higher Standards

- 1. Capacity**
- 2. Competency**
- 3. Confidence**
- 4. Courage**

Some Brutal Truths...

“So what if it doesn’t work - we know how to do it so well.”

1. Funding
2. Staffing
3. Agency Design
4. Outcomes

We are never so dangerous as when we don’t know what we don’t know and we don’t know it.

Funding:

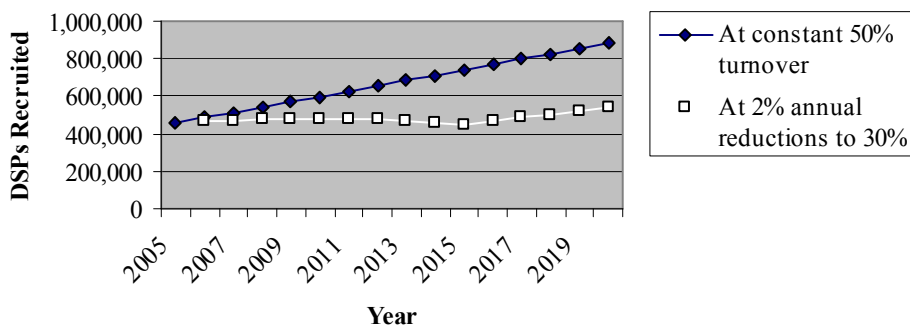
There is Not Enough for the Future.

- < 30% have 90 days of fund reserve
- 35 states have cut rates
- Current models of “service” are not sustainable.
- 70% of all people with disabilities live at home.
- 80% of the adults live with aging parents.
- Estimated 70% increase in funding needed by 2020 with current models.

Staffing:

There Are Not Enough DSPs

Figure 5. Demand for DSP Recruits to Meet Projected Demand for LTSS, 2005-2020 at Current 50% Turnover and with Annual Reductions by 2% (50% in 2005, 48% in 2006, 46% in 2007, etc.) to 30%



Staffing:

Turnover is Killing Us

- **High Turnover (53% overall)**
 - Residential settings 43% - 86%
 - Vocational settings 33% - 86%
 - Multi-service providers 30% - 65%
 - “Foster” Services 14% - 34%
- **High position vacancy rates (7-20%)**
- **Turnover is expensive**
 - Cost per hire - \$4,000 - \$8,000

Larson & Hewitt, 2005

Staffing:

Labor Issues #1 Concern for Viability

- Intense Competition for best employees
- Traditional labor supply is diminishing
- Screens (legal, social, education, personality) to get the type of people we want
- Aversion to the type of work and/or prejudice
- Work hours/work conditions
- Level of responsibility and perceived risk
- Level of expected skill performance
- Perceived lack of respect
- Pay/benefits
- Lack of training/preparation (pre- and post)

Top Reasons for Voluntary Turnover

1. Poor supervisors
2. Agency leadership - “contradictory directions”
3. Untrained on how to do my job
4. Poor working relationships with peers
5. Peers not doing their jobs
6. Feel disrespected
7. Changes in work expectations
8. Can’t manage time and expectations
9. Spend more time on paperwork than working with people
10. Doing stupid things that customers don’t like
11. Conflicts with other jobs/family expectations

Agency Design: It’s Gotta Work!

- **Modify organizational management practices**
 - True implementation (at agency level) of:
 - Principles of Self Determination
 - Real Life Quality Standards
 - 5 Star Quality
 - Change the nature of primary support roles
 - Kill sacred cows – end the “Edifice Complex”
 - Creating a culture of respect and empowerment
 - Team building
 - Participatory management
 - Recognition Programs (that matter)

Agency Design

- **Systemic solutions**
 - Rethink: Purpose > Function > Design
 - Rethink the outcome desired
 - Rethink the service design
 - Rethink the shift staffing model
 - Rethink relationships
 - Rethink community
 - Rethink supervision
 - Enhancing the skills of frontline supervisors
 - Rethink the traditional training models

Training that Matters

- **Values Based Training:** Skills that promote Self-Determination – managing supports, budgeting, responsibility, etc.
- **New Models:** How to not mess up a home.
- **Relational Training:** Person/people specific
- **Community Training:** How do I connect? Invisibility.
- **Competency-Based Training & Career Paths:**
 - Uses Principles of Adult Learning (for real!)
 - How do I learn best?
 - Not just BIS training
 - Model and Replicate...What am I modeling?
- **Mentoring**

Organizational Incentives

- To come
- To do well (outcomes)
- To demonstrate the values
- To those who get others to come
- To those that stay
- To those who engage community
- To those who help others (learn, grow, stay)

Some Common Characteristics of Successful Organizations

- Learning organizations
- Management is about support for the supporters
 - Daily presence/interactions with direct support as a supporter not dictator
 - “My job is to help you do your job well...What can I do to help you?”
 - Moving decisions to the person receiving supports
 - Not “No” but “How”
 - Spark of creativity

Some Common Characteristics of Successful Organizations

- Organizational culture:
 - Support and respect for **all** – customers & employees
 - Embrace errors and newness
 - Less hierarchical in structure
 - Roles based on interest, ability, performance
 - Encourages significant relationships
 - Welcome challenges – “5 Star”
 - Continuous Quality Improvement (CQI) program and attitude

Some Common Characteristics of Successful Organizations

Outcomes

- Lower turnover rates/More satisfied staff
- No net increase in costs
- Fewer programs
- Greater creativity with services and supports
- Improved customer quality of life
 - Connectedness/Relationships
 - Fewer “behavior problems”
 - Higher personal responsibility
 - Skills

Some Viable Alternative Business/Support Models

- Life Sharing
- Companion Support/Housemate
- Reciprocal Supports
- Peer Supports
- My House Sub-Let (A B&B 4 U and Me)
- Neighbors Care

Some Viable Alternative Business/Support Models

- Use little to no traditional shift staffing
- Lots of choices for the customer
- Offer “support staffing” and “respite”
- Modify business practices to support “primary purpose” (Accountants have a hard time)
- Refocuses energy and resources to needs of consumers and “staff”
 - Not more expensive
 - Not necessarily less expensive...
 - “different expenses”

Some Viable Alternative Business/Support Models

- Turnover is very low* (5-12%)
 - Avg. savings per employee/year ~ \$6,000
 - Consumer outcomes improve “significantly” over previous congregate care results
 - *after initial “shakeout”
- Competency is very high
- Customer satisfaction is very high
- Customer outcomes are very high

High Retention Agency Employees Report:

1. Climate of high social support, trust, concern
2. Open communication
3. Creative problem-solving
4. No fear
5. Commitment to support and complement decisions
6. Achievement in individual and organizational goals in adequate balance
7. Inter-dependence and team effort

Intrinsic motivation:

When what you “have to do”

& what you “want to do” match.

What Some Model Agencies Say and Do:

- Just paying people more money is not the answer. Paying good people to do good things with good outcomes *is* a part of the answer. *Results first...*
- Housemate model – paying rent as a compensation package – not taxable.
- The worlds of work and personal get blended very quickly. You either love us or you run away from us as fast as possible.

What Some Model Agencies Say and Do:

- Valued community life – actively engaged as a routine part of life. Supporting the opportunities for life sharing...it is not about “providing services” – it is about being in valued relationships and supporting the costs for that experience.
- Shared living – jobs outside of the home. It is not about having a “job” taking care of a person with a disability. They get stipends vs. “pay”.

What Some Model Agencies Say and Do:

Who to hire/contract with?

- People connected to other people
- People who like people
- People who have a deep respect for humanity
- People who have a warm and gentle spirit
- People who like to learn and love life despite the problems.
- People who have a positive outlook regarding problems...they can and will be solved.

It's Not...
I'll believe it
when I see it...
It IS...
I'll see it when
I believe it.

6 Factors for Success

- Respect
- Understanding/Empathy
- Enthusiasm
- Flexibility/Adaptability
- Creativity
- Organization

Illegal Imprisonment
Comes In Many
Forms

Freedom

- The opportunity to choose where and with whom one lives as well as how one organizes all important aspects of one's life with freely chosen assistance as needed.
- How?

Authority

- The ability to control some targeted amount of public dollars
- How?

Support

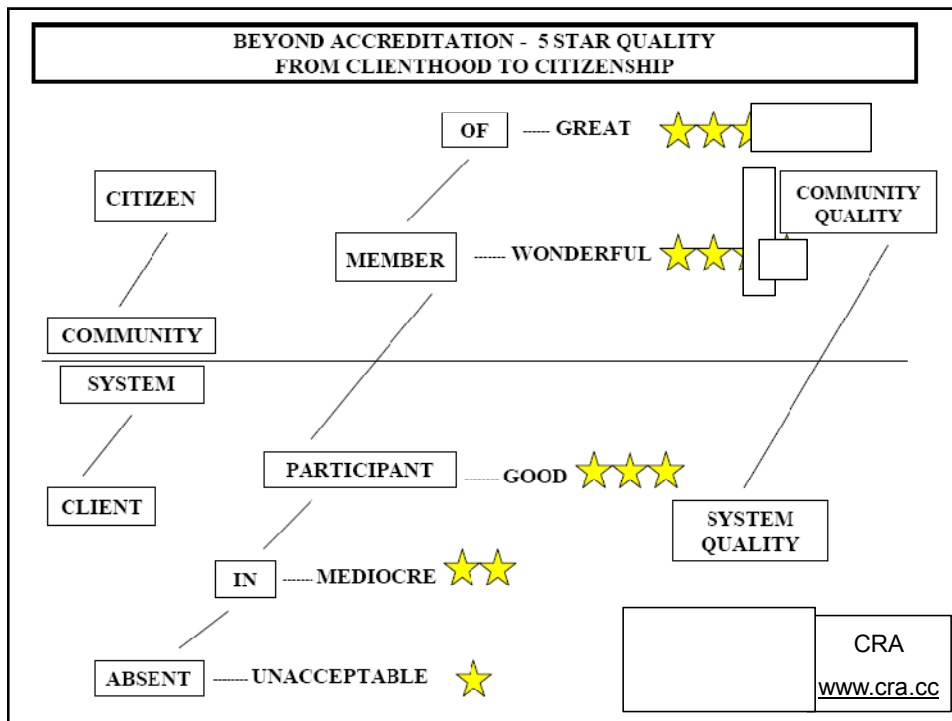
- The ability to organize that support in ways that are unique to the individual
- How?

Responsibility

- The obligation to use public dollars wisely and to contribute to one's community
- How?

Confirmation

- The recognition that individuals with disabilities themselves must be a major part of the redesign of the human service system of long term care
- How?



The End of the “Readiness” Begins Here



- The agency actively supports people who have disabilities to be full members of generic community organizations
- No artificial limitations placed on the membership or participation in the community settings because of their disability

© CRA 2007

The graphic for the Four Star rating consists of the text "Four Star" in a bold, sans-serif font. It is surrounded by four grey stars: one at the top left, one at the top right, one centered below the text, and one centered below the text to the right of the bottom star.

Four Star

- Individuals live in homes or apartments that are typical housing (not group)
- Individuals work at a typical community jobs and/or are actively engaged in volunteer positions in the community with “invisible” paid or unpaid supports as needed.

© CRA 2007

The graphic for the Five Star rating consists of the text "Five Star" in a bold, sans-serif font. It is surrounded by five grey stars: one at the top center, one at the top left, one at the top right, one centered below the text, and one centered below the text to the right of the bottom star.

Five Star

- Supports are provided in generic settings to assist them to function as any other citizen would.
- Activities that the individuals participate in are sponsored by the community and not by the human services/disability organization.

© CRA 2007



- Invisible supports are provided to the **community** to provide them with the skills and abilities (capacity) necessary to actively involve, invite, include people with disabilities as they would with any other community member.
- Friends are real – based on shared interest, mutual respect, and affection.

© CRA 2007

Just because you
COULDN'T
doesn't mean you
CAN'T
KILL THE CAN'T!

Excellence can be attained if you...

- Care more than others think is wise.
- Risk more than others think is safe.
- Dream more than others think is practical.
- Expect more than others think is possible.

CRA is proud to be a
founding member of
The Asheville Coalition –
Supporting lives in the community...
without exception

Theashevillecoalition.org

craconferences.com

Self-determination.com

Many Thanks

- The Asheville Coalition
 - www.theashevillecoalition.org
- Amy Hewitt, PhD,
 - Research and Training Center on Community Living
Institute on Community Integration (UCEDD)
University of Minnesota
 - <http://rtc.umn.edu/dsp>