Changing the Face of Community: 

Transforming Existing System Resources to Promote Citizen-Centered Outcomes

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Session Objectives

• To introduce the basic tenets Citizen-Centered Leadership Community of Practice as a framework for transformation

• To provide the context of community as the “metric” for valued outcomes

• To learn how one organization has begun using citizen-centered leadership as a driver in redefining services and supports

• To provide design questions to inform person-driven service and support
Citizen-Centered Leadership

15+ week community of practice

Return to the roots of person-centered planning

Personal learning journey

Strategic planning catalyst for organization transformation
Tenets of Citizen-Centered Leadership Development (CCLD)

• Community connections are vital to building an everyday life

• Relationships are key to overall health and well-being

• Social inclusion is a real experience v. a program

• Fundamental values of belonging, contribution, capacity, potential and human purpose lay the foundation of CCLD — it asks participants to address the question “how can true social inclusion be mobilized at the level of practice?”
Community as the “metric” for Valued Outcomes
from Mike Mayer and Derrick Dufresne’s 5 Star Quality

✓ The support provided to the person are generally invisible to others
✓ The agency measures success by the invisibility of their support rather than by the number of people served
✓ The agency consistently involves and invites others from typical community to be part of the person’s life
✓ The type and level of assistance provided to the person is appropriate to ensure full participation in typical activities in generic settings
✓ The supports provided result in the person being known and claimed as a member of community and citizen first rather than as a person with a disability
“Metrics” continued

✓ The daily activities of the person (work, social, educational, worship, etc.), are part of the larger community with typical community members, and support is part of the background

✓ The person, with support from the community, decide what supports are needed and how they are best provided

✓ Members of the community readily provide necessary supports first rather than looking to the disability service provider

✓ The person is known by name in the community, holds relationships with people that are grounded in community and in shared interests and values
# Self-Reflection Activity

<table>
<thead>
<tr>
<th>Frequency:</th>
<th>5 always</th>
<th>4 generally</th>
<th>3 sometimes</th>
<th>2 rarely</th>
<th>1 never</th>
<th>Currently</th>
<th>Wish It Was</th>
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<tbody>
<tr>
<td>The degree to which supports are invisible</td>
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<td>People are supported primarily by natural supports in typical settings</td>
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<td>People are supported at the level that is needed to ensure full participation in typical community settings and activities, neither too much or too little</td>
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<td>The person and community decide what kind of support is needed and how best to provide it</td>
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<td>The person is known by the contributions that they make as a regular member in community and is seen as a citizen rather than as a consumer</td>
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<tr>
<td>People are known by name and considered a “regular” in typical community experiences</td>
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<td>The person has friends, allies and advocates outside of the disability service</td>
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<td>The gifts, capacities and potential of the person are widely known, understood and serve as the basis for determining the use of resources</td>
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<td>The extent to which the agency will innovate to support the person gain equal access to opportunity in the community</td>
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How have we developed a system that offers better program options but no better chance of getting away from them?
Lessons from the Road We are Still Traveling

HERITAGE CHRISTIAN SERVICES
Early Mind Shifts

• Where to begin?
• False sense of security - we are one of the best (OPWDD compass status) – others sent to us to learn. Clouded our lens that we could learn from others.
• Influence versus control
  – What truly is “quality of life”
  – Choice:
    • A person will choose who they live with, where they live and who supports them.
• Active engagement vs. passive waiting
• Believe current system is unsustainable
People who use our services

Support Staff

Family Members

partnerships

Citizen-Centered Leadership™
Resource and Learning Center
www.cclds.org
• Ensure a healthy and relevant business
• Increase our financial independence

• Employees are living the Heritage Difference
• Develop an engagement assessment tool that measures our ability to represent the HCS brand of care across all services.

• Advance our lean, agile business process for emerging support services
• Advance our ability to provide the support necessary to meet the personal outcomes of those we support

• Develop broader options to support emerging needs
• Introduce & support mutual, meaning relationships
• Nurture well educated, dedicated guides to navigate the journey

Customer

Value

People and Culture

Internal Processes

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Seek Like Minded People for the Journey

• CCLDs CoP
• Delaware Leadership Institute
• Toronto Summer Institute
• MONARCH - NC
• Advocates Inc. - NY
• CQL
• Community Living Services - MI
Create Safe Space for Conversation, Reflective Thinking and Story-Telling

“If you want to change the culture, change the conversation”

Jamie Showkeir
Without the ability to temporarily forget what we know, our minds remain cluttered with ready-made answers & we never have an opportunity to ask Questions that lead off the path in new directions.”

Roger Von Oech
Craft Venues for Conversation

Informal

- 4th Friday Celebration
- Lunchtime Dialogue
- CCLDs study group
- CCLDs alumni Learning Partners

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Emotion/Reality Check In

Citizen-Centered Leadership™
Resource and Learning Center
www.cclds.org
Still More Venues for Conversation

• Managers Meetings
• Assist Managers Meetings
• Director’s Meeting
• Communication Meeting
Hold Intentional Conversations
Joanie,

I’d like to formally add both “outing” and the phrase “out in the community” to the I-cringe-when-I-hear-them list. I know I have been an offender with “in the community” but I plan to remove it from my writing and my conversations. We are all essential parts of the community and we would never use that phrase with any other minority group.

This year I’ve also almost completely removed “people with developmental disabilities” from our fundraising letters, too. Now, we focus on the things that unite us -- the stories we all share. So, for example, I ask people to donate so that people can have meaningful jobs and have more choice in where they live.

#MarkettalearnsstuffonMonday

Marketta Bakke
Associate Director of Communications
Targeted Communication – Getting the Word Out

- CEO Blog
- CEO Facebook Chat
- Agency Publications
- Social Media
  - Facebook
  - Twitter
  - YouTube
- Mailings
Dear ...

Thank you for supporting the Heritage Christian Services Foundation with your generous gift of $$$$.

Your donation will be used to provide topnotch care for the more than 1,700 children and adults supported by Heritage Christian – and it comes at a critical time. With the state and federal budgets tightening, we’re relying more and more on our donors to **make sure we can operate neighborhood homes, provide day programs that teach life skills, offer respite care and employ service coordinators** to help walk families through the complex path of obtaining services through Medicaid and other funding sources. Even with shrinking budgets, people with developmental disabilities will continue to have access to the high quality resources that people of all abilities deserve. And it’s all thanks to people like you who are helping the agency serve more families in need, now and in the future.

Thank you for your interest in Heritage Christian Services, and thank you for making a difference.

Sincerely,

Marisa Geitner  
President  
Heritage Christian Services

Mark Zawacki, CFRE  
Executive Director  
Heritage Christian Services Foundation
Dear...

**Thank you** for your generous donation of $XXXX and for partnering with Heritage Christian so people can accomplish what is most important in their lives – things like starting the career they’ve always wanted. Mastering a new skill. Moving out on their own. Making friends who share their interests.

At Heritage Christian we invest the time to listen to what really matters to people and then work alongside people of all abilities to support them as they reach their goals. We can’t do that kind of work without generous people like you to build the Heritage Christian Foundation.

Your donation supports all of the high-quality services Heritage Christian is known for, along with making sure people never have to spend a night alone in a hospital and that they have the opportunity to reach out to members of our spiritual life team in times of need and in times of celebration. We also use funds from the Foundation to create new ways to serve people, like opening Heritage Christian Home Care and Expressive Beginnings Child Care, and Foundation funds help us withstand fluctuations in government funding – so we can always be there for the people who depend on our services.

You, and all of our other dedicated donors, make it possible for Heritage Christian to offer the kind of compassionate care we’d all like. Thank you for all you do.

Sincerely,
<table>
<thead>
<tr>
<th>Focal Questions</th>
<th>I. Era of Institutions</th>
<th>II. Era of Deinstitutionalization</th>
<th>III. Era of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who is the person of concern?</td>
<td>The patient</td>
<td>The client</td>
<td>The citizen</td>
</tr>
<tr>
<td>What is the typical setting?</td>
<td>An institution</td>
<td>A group home, workshop, special school or classroom</td>
<td>A person’s home, local business, neighborhood, etc.</td>
</tr>
<tr>
<td>How are services organized?</td>
<td>In facilities</td>
<td>In a continuum of options</td>
<td>Through a unique array of supports</td>
</tr>
<tr>
<td>What is the model?</td>
<td>Custodial/medical</td>
<td>Developmental/behavioral</td>
<td>Individual support</td>
</tr>
<tr>
<td>What are the services?</td>
<td>Care</td>
<td>Programs</td>
<td>Supports</td>
</tr>
<tr>
<td>How are services planned?</td>
<td>Through a plan of care</td>
<td>Through an individualized habilitation plan</td>
<td>Through a personal future plan</td>
</tr>
<tr>
<td>Who controls the planning decision?</td>
<td>A professional (usually MD)</td>
<td>An interdisciplinary team</td>
<td>The individual</td>
</tr>
<tr>
<td>What is the planning context?</td>
<td>Standards of professional practice</td>
<td>Team consensus</td>
<td>A circle of support</td>
</tr>
<tr>
<td>What has the highest priority?</td>
<td>Basic needs</td>
<td>Skill development, behavior management</td>
<td>Self-determination and relationships</td>
</tr>
<tr>
<td>What is the object?</td>
<td>Control or cure</td>
<td>To change behavior</td>
<td>To change environment and attitudes</td>
</tr>
</tbody>
</table>

Adapted from “The New Paradigm” (Val Bradley, 1994, HSRI, PCMR Chair)
Highs and Lows of Change: Straddling Parallel Systems

Perspectives in Quality... living in two worlds
Thinking about a Little System Transformation?

ARCHITECTURAL CONSIDERATIONS
Beyond Person-Centered Jargon

**Person-centered work** co-creates the means for a person to live a life that they and the people who care about them have good reasons to value.

**Person-centered planning** intends to shift the social status of people with disabilities & to shift social perception about disability.

**Person-centered design** leverages & orchestrates available resources & constraints at the personal, organizational, & system levels to reliably offer the assistance & support a person requires to show up in community life as a contributing citizen.
Core Strategies that Promote Citizen-Centered Systems

• Build organizational competence in engaging person-centered planning and strengths-based assessments to discern community-defined and based valued social roles and contributions of citizenship

• Realign/leverage existing resources to tailor services and supports to align with the person’s plan and identified valued outcomes

• Establish partnerships with new and different resource channels to promote, engage and sustain paid and non paid networks of support
Core Strategies that Promote Citizen-Centered Systems

• Build an organizational culture of empowerment using person-centered design principles that embody and activate citizen centered, community integrated outcomes

• Build organization-wide competence in supporting and sustaining person-driven work, planning and practice promoting citizen contribution within typical community settings

• Cultivate and reinforce social innovation across all levels of the organization

? How do we assist this person to show up as a valued friend and a contributing citizen?

? How will we assist people to make and sustain connections, friendships and memberships?
? How can we make it easier for people to choose self-directed journeys to inclusion?

? How do we supply good partners for those on a self-directed journey to inclusion?

? How can we create conditions for more provider organizations to supply good partners for people who choose self-directed journeys to inclusion?
Excerpt from A Hopi Elder Speaks

“there is a river flowing now very fast. It is so great and swift that there are those who will be afraid. They will try to hold on to the shore. They will feel they are torn apart and will suffer greatly.

Know the river has its destination. The elders say we must let go of the shore, push off into the middle of the river, keep our eyes open and our heads above water. And I say, see who is in there with you and celebrate....

We are the ones we’ve been waiting for...”
Thank You!!

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