

# No Groups...No Programs...No Buildings...NO KIDDING!

Presented to:

Maine Coalition for Housing & Quality Services

*by*

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# The Coalition's DD Continuum of Care

- Typical lives with typical supports in typical communities
- Individual assessment
  - supports based on real needs
  - flexible, wraparound supports
- Natural Supports
- Supports that access and link to community

# KFI... Making it Work

Customized supports assist  
people to:

- **Live in their own homes**
- **Work in regular community businesses**
- **Be members of and contributors to their communities**

# How? Home Supports

- Flexible
- Own home or apartment
- With or without a roommate
- Home ownership if desired
- Focus on neighborhood and community connections
- Nurture natural supports

# How? Community Supports

- Individualized or interest-focused pairings
- Activity-focused small groups
- Can be combined with home or other Waiver funded services
- Focus on community connection
- Meaningful days
- Blended with the rest of the person's life

# How? Employment Supports

- Individualized, competitive integrated employment
- Customized through Discovery
- Entrepreneurial
- Pathway to employment activities
- Job coaching and long term supports (Waiver funded or private pay)

# How? Community Case Management (Portland)

- Flexible, individualized
- Planning and coordination of services
- Finding and nurturing natural supports
- Bridge to community
- Promote inclusion and self advocacy

# Employment

- The KEY to a whole life approach
- Everyone Can Work!
- Cornerstone of a valued life
  - Builds esteem
  - Creates opportunity for relationships
  - Combats poverty



# It has not always been this way ...

KFI is a 50 year old community service agency. We spent the first 20+ years developing programs and erecting buildings that served to segregate people with intellectual disabilities from society, but kept them busy and safe.

## What KFI Looked Like 30 Years Ago:

- Segregated Special Purpose School
- Sheltered Workshop
- Segregated Day Program
- Everyone Lived in Foster Homes or With Family
- Everyone Transported To One Location
- Agency Owned and Operated Vans
- Services Provided In KFI Owned Buildings
- *Groups, GROUPS, GROUPS*

“Nothing is less productive than to make more efficient what should not be done at all.”

**Peter Drucker**



## Questions from the early 80's:

- Is there anyone anywhere doing anything better ?
- Why can't we do that ?

# Notes from a KFI Management Team Meeting on July 8, 1987:

*"The ideal program would use an individual formula to address vocational, personal, social, and recreational needs of each individual. Where do we begin?"*

No Groups...

No Programs...

No Buildings...

**NO KIDDING!**

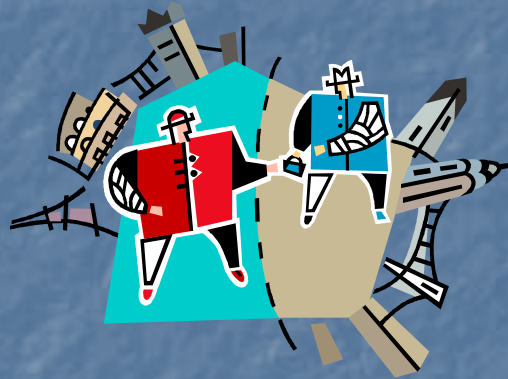
# KFI's Work Activity Center circa 1980



- Leo attended the day program 5 days a week.
- Slow worker
- Great social skills
- Lived with family in a neighboring town

Leo got his big break in 1986 – a job in his home town!

Supported Employment's  
failure to solve all problems



and why we did not have to  
launch a second career



# LEO



- Owns his own home
- Works at a credit union 20 hours/week with natural supports (*for 20 years*)
- Member of the Knights of Columbus
- Volunteers at his church's thrift store every week
- Receives 7 hours a week of paid supports



“Just as important as the decision on what new and different things to do, is the planned systematic abandonment of the old that:

- no longer fits the purpose and mission of the business,
- no longer conveys satisfaction to the customer,
- no longer makes a superior contribution...”

*Peter Drucker*

# KFI's *"CONVERSION MILESTONES"*

- **1985:** KFI's private segregated school for children between the ages of 5 and 20 was phased out.
- **1987:** Due to the success of job placement and supported employment, KFI closed its sheltered workshop.
- **1989:** All sheltered work was abolished in favor of community employment and KFI's day program was transformed into a program which provided broad opportunities for community participation.
- **1996:** KFI ended all center-based services and provided personalized supports in people's homes, workplaces, and communities.

# Key Components

- Schedules designed around real life needs.
- Staff duties assigned around their interests, connections and talents.
- Flexible, wraparound supports
- Service provided based on identified needs and desires, not time of day
- Shared supports based on real interests and activities, not ratios.
- Emphasis on Employment First!

# Employment First!

- **Employment First** means employment in the general workforce as the first and preferred outcome in the provision of publicly funded services for all working age citizens with disabilities, regardless of level of disability.”
  - APSE Statement of Principles

# Robert's Story - Special Education

## Perspective

- Acts out
- Disruptive
- Hostile
- Significantly limited "adjustive resources"
- Difficulty making appropriate choices
- Impulsive
- Does not appear to be in a position to make meaningful decisions
- Great difficulty expressing himself
- Unable to problem solve
- Misinterprets conversations
- Behavioral problems
- Clearly indicates a need for guardianship

# Robert's Story - His Perspective

- Wants his own home (NOT an apartment) – a one story home with at least two bedrooms near the woods
- Wants a job – something working around cars
- Wants a red truck
- Wants a woman – someone who will clean house and hang curtains

# Robert's Whole Life Supports



Home Owner



Works 12 hrs/wk



Volunteers 20  
hrs/wk; receives 21  
home support and 4  
community support  
hrs/wk



## Other Valued Roles...



Member Knights of Columbus



Member of Lifestyle Fitness Center



Advocate and Public Speaker



Good Neighbor

## Taking a Holistic Approach

- Doing something in the community that has nothing to do with work may have everything to do with work . "I know Robert."
- Building social capital
  - The power of volunteerism & networking

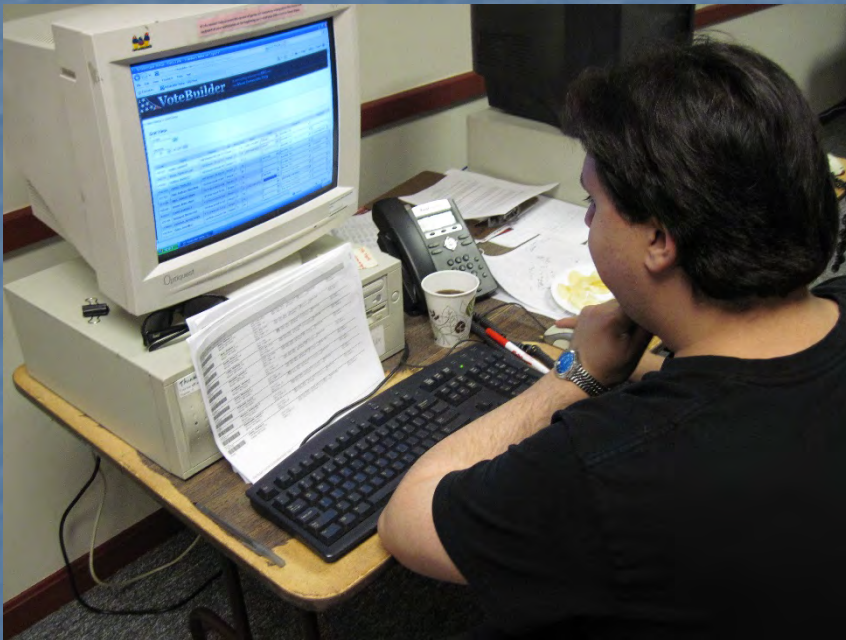


# Lenny

- Entered services with 24/7 home supports.
- Reduced home supports dramatically and moved into his own apartment without a roommate.
- Got first job one day/wk for the University of Maine
- VR funded job placement services after he was laid off
- Currently works 15 hrs/wk at McDonald's (with natural supports), receives 36 hours of home supports, and 2 hours of supports to get ready for work paid through the Waiver.

# Marco

- Works 20 hrs/wk doing data entry (work supports from a different agency)
- Lives in a typical apartment
- Volunteers for the Maine Democratic party
- Involved in the professional wrestling community
- Member of the YMCA and community library
- Receives 15 hrs/wk of home and 6 hrs/wk of community wrap-around supports under the comprehensive Waiver



# Marty

- Works 4.5 hrs/wk at a natural living center
- Works 5 hrs/wk at the University of Maine fitness center
- Lives in a subsidized apartment
- 15 hrs/wk home supports; 10 hrs/wk community supports
- Volunteers weekly at a soup kitchen & public library
- Member of her church choir
- Takes a yoga class

# COREY: 2007

- Lives in his home community with a roommate/friend from high school.
- Has 10 hours/week of extra staffing for more individualized supports.
- Is well-known in the community but has inadequate community presence; has limited verbal skills.
- Laid off from a supported employment job at a local restaurant when business declined.
- Favorite day of the week is when he takes his recycling to the Transfer Station; volunteers his time there.

# Corey



- Owns a recycling business; VR paid for supplies at start-up; Waiver pays for job coaching
- Receives 24/7 home supports with a roommate
- They rent a 3 bedroom home
- Volunteers at a food bank
- Member of the local snowmobile club

# Cheryl Ann



- Works a minimal amount of hours per week – actively seeking more employment – awaiting VR referral
- Receives 20 hrs/wk community supports; lives with her mother
- Volunteers by delivering baked goods to cancer patients
- Active member of a weight loss program



# Peter Drucker

*The purpose of an organization is to allow ordinary men and women to do an extraordinary job.*

# Peter Drucker

*Modified statement:*

*The purpose of a system is to allow ordinary organizations to do an extraordinary job.*

"It is important for us to remember that we have allowed public dollars to become an instrument of isolation and an artificial barrier between the person with a disability and the wider community."

~ *Beyond Managed Care: Self Determination For People With Disabilities* by Donald Shumway and Thomas Nerney, September 1996, UNH Institute on Disability/UAP

# Setting the Stage for Employment First: Maine's Progressive Policies

- Medicaid Waivers provide funding for "pathway to employment" activities in day programs.
- Day program service provision ratios of 3:1 in regulation.
- Higher hourly rate for work supports than non-work community supports.
- Medicaid Waivers allow for capitated, but combined, non-vocational and long-term employment support hours.

- Maine does not fund sheltered workshops!
- VR funds the upfront costs of job development.
- Cooperative working relationship between DD and VR systems.
- All stakeholders at the table and working together to craft and submit Employment First legislation this term.

# Challenges to KFI

- Low expectations and attitudes about employment on the part of people with disabilities, family members, case workers, etc.
- Reluctance for people and their families to risk losing benefits.
- The volunteerism trap – it doesn't *naturally* lead to paid employment.
- Of the 55 people KFI supports under both developmental disability Waivers:
  - 95% are involved in a community group, club, or class
  - 81% volunteer
  - 39% are currently employed
  - 64% have experienced competitive employment. People fall into 4 categories: employed, retired, do not desire employment, in the process of becoming employed/re-employed

# Suggestions for moving forward

- Pay better for the things you want than the things you do not want.
  - At first blush, it appears rates favor employment: \$27.64/hr vs \$21.12/hr
  - In actuality, non-work community supports in a 3:1 ratio pay \$63.36/hr vs work supports in a 1:1 ratio of \$27.64/hr
- Make all paperwork easier for the desired outcome (even the IRS has a 1040 EZ)
- Make sure attitudes, policies, forms, etc. make it easier to achieve the desired outcomes and not re-enforce the old ways

# Suggestions for moving forward

- Provide *values training* along with opportunities for individuals, their families, and staff to experience success with: integrated employment, community living with reasonable risk, and community connections without the presence of paid staff/family.
- Understand that change takes longer than you anticipate.
- Like a security firm hiring a hacker to break into the system, contract with a retired agency executive to review what you want to change and then have him/her tell you how he/she would circumvent it.
- Continually revisit policies and weigh them against results. Close loopholes, reinvent systems, send a consistent message.



“The bottom line of the social sector organization is ‘changed lives.’”

**Peter Drucker**



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