The reasonable man adapts himself to the world, the unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends on the unreasonable man.

George Bernard Shaw

Introduction

Over the past 15 years there have been substantial changes in the delivery and funding of day and employment services for individuals with disabilities. Most notably, the introduction of supported employment has led to a dramatic increase in the number of individuals with severe disabilities in integrated community employment. Despite these promising changes, the implementation of supported employment has not resulted in a transfer of resources and services from facilities to integrated employment. Data from state MR/DD agencies suggest that while the number of individuals supported in integrated employment has increased, the number in facility-based programs has remained steady or risen over the 8 years between 1988 and 1996 (Institute for Community Inclusion, 1998).

At the same time, it is clear that some organizations have successfully shifted emphasis from facility-based services to community employment, including closing a facility-based program. There is a need for a better understanding of the organizational and systems factors that influence organizational change in order to develop the capacity for change in the broader service system. This brief will present the preliminary findings from a study of ten community rehabilitation providers, six that successfully closed a facility-based program in the period between 1989 and 1994, and four who are currently involved in a change process. The goal of this research is to support organizations and systems in advancing access to integrated employment for all individuals.

Method

Participating organizations were selected using a combination of a national nomination process and results from a survey of 643 community rehabilitation providers in 20 states (McGaughey, 1994).

<table>
<thead>
<tr>
<th>Organizations that Closed a Facility Based Program</th>
<th>Region</th>
<th>Location</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonney Enterprises • Corvallis, O.R.</td>
<td>Northwest</td>
<td>Suburban</td>
<td>Small</td>
</tr>
<tr>
<td>Community Enterprises • Northampton, MA</td>
<td>Northeast</td>
<td>Urban/Suburban/Rural</td>
<td>Large</td>
</tr>
<tr>
<td>LifeSkills Foundation • St. Louis, M.O</td>
<td>Central</td>
<td>Urban</td>
<td>Large</td>
</tr>
<tr>
<td>UCPA of the Capitol Area • Austin, TX</td>
<td>South</td>
<td>Urban</td>
<td>Large</td>
</tr>
<tr>
<td>Independence Association • Brunswick, ME</td>
<td>Northeast</td>
<td>Suburban/Rural</td>
<td>Small</td>
</tr>
<tr>
<td>MetroWest Mental Health • Ashland, MA</td>
<td>Northeast</td>
<td>Suburban</td>
<td>Large</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizations in Process</th>
<th>Region</th>
<th>Location</th>
<th>Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emory Valley Center • Oak Ridge, TN</td>
<td>South</td>
<td>Rural</td>
<td>Medium</td>
</tr>
<tr>
<td>Valley of the Sun School and Rehabilitation Center • Phoenix, AZ</td>
<td>Southwest</td>
<td>Urban</td>
<td>Large</td>
</tr>
<tr>
<td>The Ranch • Menomonie Falls, WI</td>
<td>Central</td>
<td>Urban/Suburban/ Rural</td>
<td>Medium</td>
</tr>
<tr>
<td>Rural Employment Alternatives • Conroy, IA</td>
<td>Central</td>
<td>Rural</td>
<td>Small</td>
</tr>
</tbody>
</table>
Data collection consisted of participant observation, in-depth interviews, and document analysis. Primary data collection took place during a two-day site visit with each program. Site visitors interviewed representatives from each of the stakeholder groups to gain their perspectives on the conversion process. Stakeholder groups included at least staff, consumers, family members, board members, and funders.

**Findings**

Organizations were successful in closing a facility using either a gradual approach driven by individual consumers’ job preference or a rapid approach based on a specific closure date.

Individually-driven change occurred gradually, one consumer at a time, and was characterized by an emphasis on person-centered planning. This approach was more clearly driven by what would benefit each individual. As a result, the change process was less stressful, and these organizations experienced very little resistance to change from families or other stakeholder groups. Organizations using the individual approach, however, did not always clearly communicate values to staff, consumers, and other constituents, and the change process could have been easily derailed by other forces such as funding or staffing. The approach also took much longer, in some cases.

Organizations that chose an organizationally-driven approach established a firm date for closure of the facility, communicated that decision clearly, and completed the closure much more rapidly. They typically found community employment more rapidly for a significant percentage of the individuals they support. The goals and intent of the organization were very clear to all stakeholders, and in some cases stakeholders had ample opportunity to participate in planning for the change. Organizations also displayed considerable creativity and experimentation as they sought to implement the change. The tradeoff for this speed and clarity of intent was a change process that was described, at times, as both stressful and chaotic.

Catalysts for change were primarily internal to the organization, and in most cases multiple catalysts influenced the start of the change process.

The organizations identified multiple factors that led to the decision to discontinue facility-based services. While the organizations typically identified a change in values as a primary variable, all identified additional variables including the presence of a new leader (executive director or president), an organizational financial crisis or new financial opportunities, and pressure from consumers to relocate services. It is notable that funders and state policy were rarely reported to be significant factors in the decisions of these organizations to change. An interesting contrast was that for those organizations which had already completed the conversion process, the catalysts were largely internal. However, for agencies in the process of converting their services, there were internal as well as external catalysts such as new grant monies and concern about competition from other providers in the area.

Leadership for the change process came from several different directions.

While all of the organizations had clear leaders, the notion of a single, charismatic, top level leader driving change was not supported. Leadership occurred in a variety of ways in these organizations. Top level leaders were effective both as strong, visible individual leaders, and also in less visible, facilitative roles. Middle managers also played a critical role in the change process for several organizations. In two organizations, while
the need for change was defined by the executive
director, middle managers championed the direc-
tion of the change process and led the move to
close the facility.

Organizations which were successful in a change
process had a strong culture that emphasized
qualities like openness to risk taking, continuous
evaluation and improvement of services, and clear
and unwavering vision.

The original six organizations which successfully
closed a facility-based program had a strong and
well-defined culture that emphasized clear shared
values, innovation, and a willingness to take risks.
These supportive cultures were developed and
maintained by a
variety of concrete
methods including
aggressive strategies
for sharing values
with staff, outreach to
both local resources
and national experts,
open communication
and involvement of
all staff in planning
activities, and clear
support for
innovation.

Organizations that are currently engaged in an
organizational change process need to be careful
to maintain focus on a clear goal and not be
distracted by the change process.

The currently converting organizations have
placed relatively less emphasis on closing a facility,
and are not as clear about employment as the
primary goal of the change effort, as were the
original six sites. There is a stronger emphasis on
broader outcomes such as community integration.
In some cases, these organizations have also
invested heavily in team development, sometimes
without a clear overriding goal or expectations for
outcomes. Finally, these change processes have
been more likely to be influenced by external
factors such as the availability of funding than the
first six organizations.

Recommendations

For Organizations

• It is imperative that the consumers of the
organization’s services be involved in
developing goals of the organization and share
in the values that form these goals.

• Keep your eye on the prize: be clear about the
outcome you are seeking. In particular, be
careful not to over focus on the process of
change and organizational restructuring. While
restructuring may be an important strategy, it is
not the purpose of change.

• Remember the most critical outcome is not the
closure of a facility but consumer-driven
employment with positive outcomes for the
individual.

• Develop and support change agents throughout
the organization since middle managers can
play a critical role in this process. Middle
managers and direct service staff should
participate in strategic planning, training and
other change activities.

• Whatever your approach (gradual or fast), be
uncompromising once you set your goal.

• Focus on hiring staff who possess values
consistent with the direction of the organization.
People who understand the values of
community employment can learn job
development strategies, but a technically sound
placement person who does not value
individual choice and community inclusion is
unlikely to learn these values.

• Support risk taking by staff members, which will
allow them to be more creative and
empowered. Within the parameters of safety
for consumers as well as staff, encourage staff to
try innovative strategies since many unexpected
successes can occur.

Organizational Driven Change

• Establishing a clear goal and clear timeline for
closure is a powerful tool in communicating the
intent and maintaining accountability in a
change process.

• Make a substantial investment of time and
energy in engaging and communicating with
stakeholder groups. This approach is necessary
if you are using an organizational change strategy with a clear, short, and reasonable deadline for closing a program. While all organizations need to communicate change effectively to stakeholders, it becomes even more critical when there is a clear decision to close a program quickly.

**Conversion Driven by Individual Goals**

- Use of a person-centered planning approach or holistic planning will focus change efforts on the hopes and dreams of an individual. These efforts then need to be incorporated into a specific placement plan.
- Be careful not restrict an individual’s options by labeling goals as unrealistic or that the job would be too difficult to find. Creativity and good connections in the community allow staff to develop jobs which might not immediately seem available.
- Do not allow the process of closing the workshop to extend indefinitely, or the organizational goal of closure may never be realized. Make clear policy changes such as stopping acceptance of new referrals for facility-based services. Acknowledge that some consumers may make a decision not to access community employment at this time and may need to receive services from other programs that continue to offer segregated services.

**For External Stakeholders**

- Seek a place at the table during change planning.
- Connect with other stakeholders (family, consumer groups, or funding agencies) to gain a broader perspective and to rally support for important ideas.
- Keep the pressure on. Pressure from consumers and families can drive organizations to change.
- Pay attention to the impact of the changes on the individual. Make sure that their needs are being met by these conversion efforts.
- Do not be forced into a choice between community experiences and quality outcomes. You want both a good job in the community and a job that is satisfying and meets the individual’s goals.

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**References**


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