

# Architecture of Change

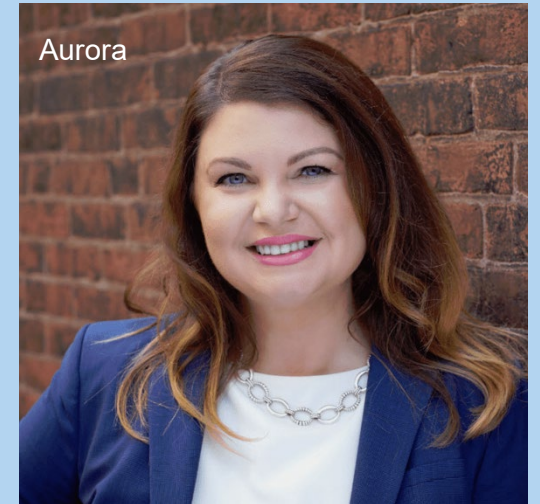
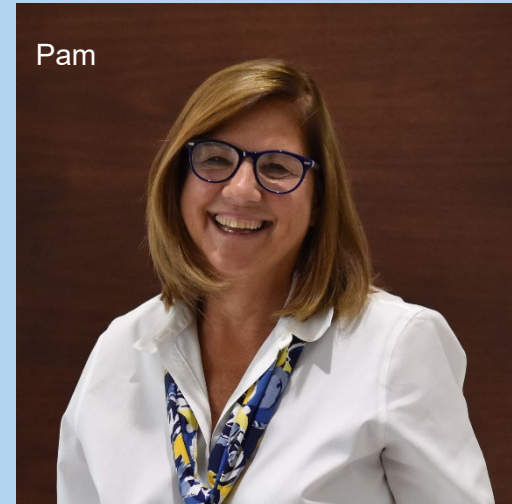
Presentation for the 2021  
RCPA Conference



# KenCrest

- Who we are
  - KenCrest is a human services organization that supports over 12,500 people with community-based services in Pennsylvania, Delaware, and Connecticut. We provide educational services to children and families in Philadelphia.

- With you today
  - Marian Baldini, CEO
  - Pam Schuessler, COO
  - Aurora Kripa, CHRO



# What We Will Cover

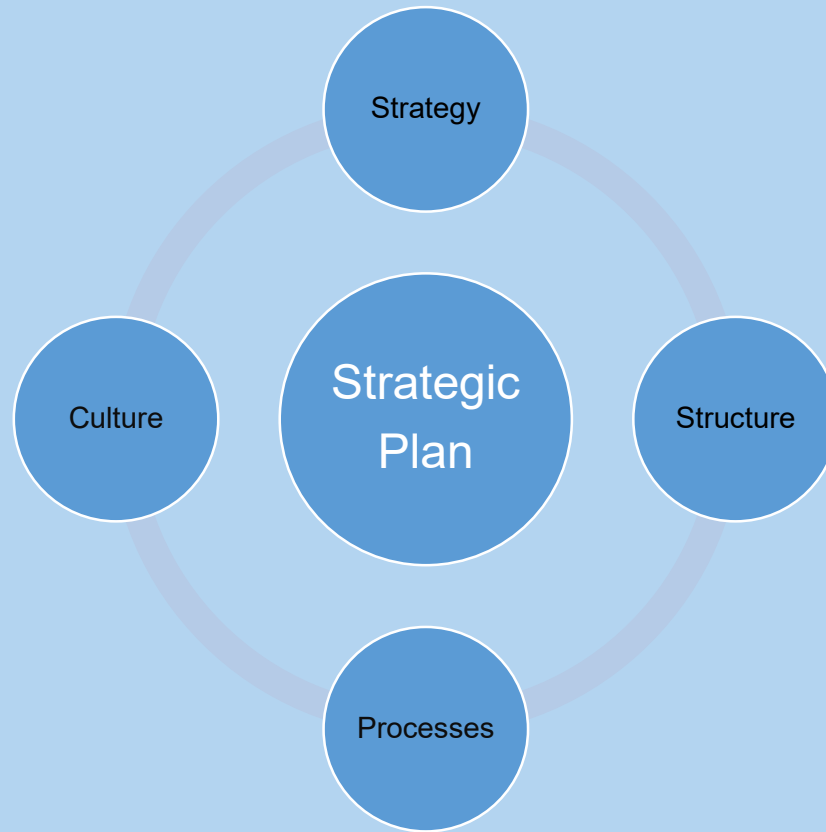
- Path to achieving a person-centered organization
- What we needed to change:
  - Structure
  - Culture
  - Process

# We've Got Strategy!

- Launched our first enterprise strategic plan in 2017
- Ran into implementation challenges
  - Slow decision speed
  - Communication and coordination gaps
  - Whose job is it anyway

# Architecture Project was Born

How we would bring that strategy to life?



# Discernment and Refresh

- Vision calls us to stop at nothing less than **AUTHENTIC INCLUSION**
  - Everyone has what they need.
  - Not building a better day program or group home or other code.
  - It means challenging every assumption that doesn't look like your life
  - It requires us to take the new 6100 regs and their option for innovation for a spin...stop complaining about 15-minute units and tell them what we want.
  - It requires us to reimagine our future role as we make this vision come to life.

# Vision

- Everyone lives a meaningful life supported and surrounded by those who love them and who they love.
- Everyone who wants to work has a job.
- Every child has what s/he needs to grow up great.

# Timeline

- Launched in November of 2019
- Continued in 2020 through pandemic
- 2021 – We are still on the journey and much further along



# Principles in Practice

- From program-centric to person-centered
- Structure of organization to realize person centered processes
- Process and meeting management
- Changes in culture needed to bring this to life

# Person-centered Dimensions

- Personal Outcome Champions (formerly Program Specialists)
  - To: focus on the whole person
  - In a way that: engaged all team members
  - So that: the person's dreams truly became our mission
- Program Manager (formerly Community Home Supervisors)
  - To: focus the operation of the home on achievement
  - In a way that: develops and coaches the Direct Support Professional
  - So that: the person's outcomes become the daily focus

# Person-centered Position Created

## Program Specialist

- Assigned to program
- More than one for a person
- Knew that program very well, but only that program
- Advocated for what that program could offer

## Champion

- One Champion per person
- Covering all programs
- Know all of what we do and can do within the organization
- Deeply advocate for outcomes that the person wants

# Creation of the Personal Outcome Champion Department

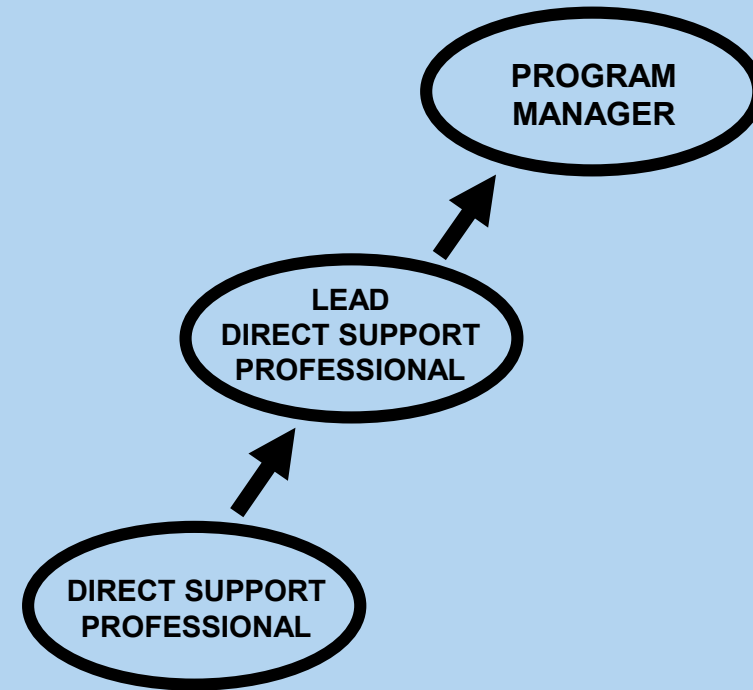
- Independent of program structures
- Supervision model
- Caseload – what is manageable (1-16)
- Competencies for success
  - Relationship development
  - Meeting management
  - Knowledge of all services
  - Connections to community resources
  - Advocacy
  - Life Course



Jasmine, a resident in KenCrest Community Living leading her own “Charting the Life Course” presentation on the goals and dreams she wants to accomplish.

# Person-centered Program Management

- First initiatives:
  - Refining of Program Manager model
  - Establishing a career ladder
    - Lead DSP
    - Program Manager



# Structure

- See the whole person...and drive the processes to
  - Explore possibilities
  - Mobilize resources effectively

## WAS

- Day and Residential under separate departments
- Some service options siloed as well

## NOW

- All services under one Strategic Business Leader
- GOAL: all options available in all places we choose to serve



## IDD SERVICES AND SUPPORTS

### SHARED SUPPORT SERVICES

- Employment
- Technology Supports
- Clinical (Behavioral, Speech, OT, PT, and Music Therapies)
- Personal Outcome Champions

### COMMUNITY COLLABORATIVE (Home and Community-Based Programs)

- Community Homes
- Community Medical Homes
- Lifesharing
- Supported Independent Living
- Community Participation
- Community-Based Supports



# Referral Management

- First point of contact
- Wholistic engagement: team supported
- Metrics: customer service, coordination

# Processes for outcome

- Measurement
- Meeting management
- Project management

# Process: Measurement

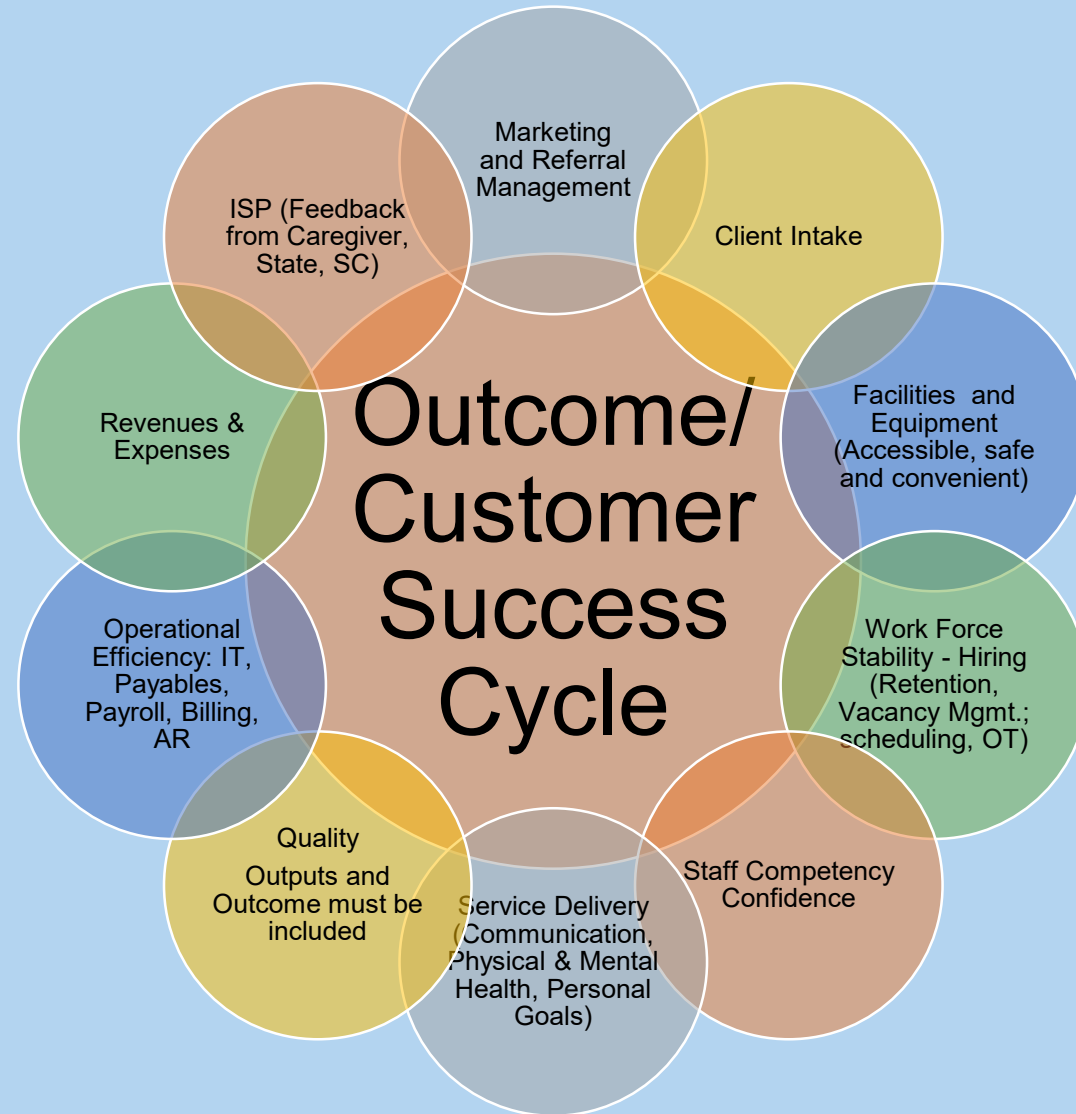
## Logic Model

- With Yale Consultation Center
- Community of practice
- Focus on client outcome

## Business

- Balanced scorecard
- Dashboards for all services

# Process: Measurement



- SharePoint
- Measurement coaching

# Processes: Goal Setting and Progress

- Project Management
- Subteams
  - Shared leadership
  - Collaboration
- Stand-up meetings

# Processes: Meetings

- Developments
  - Meeting management tools
    - Including gratitude, engaging all members
  - All meetings reframed
    - Why do we hold this meeting?
    - Who attended?
    - What outcomes?
- Technology

# How Technology Supports Our Work

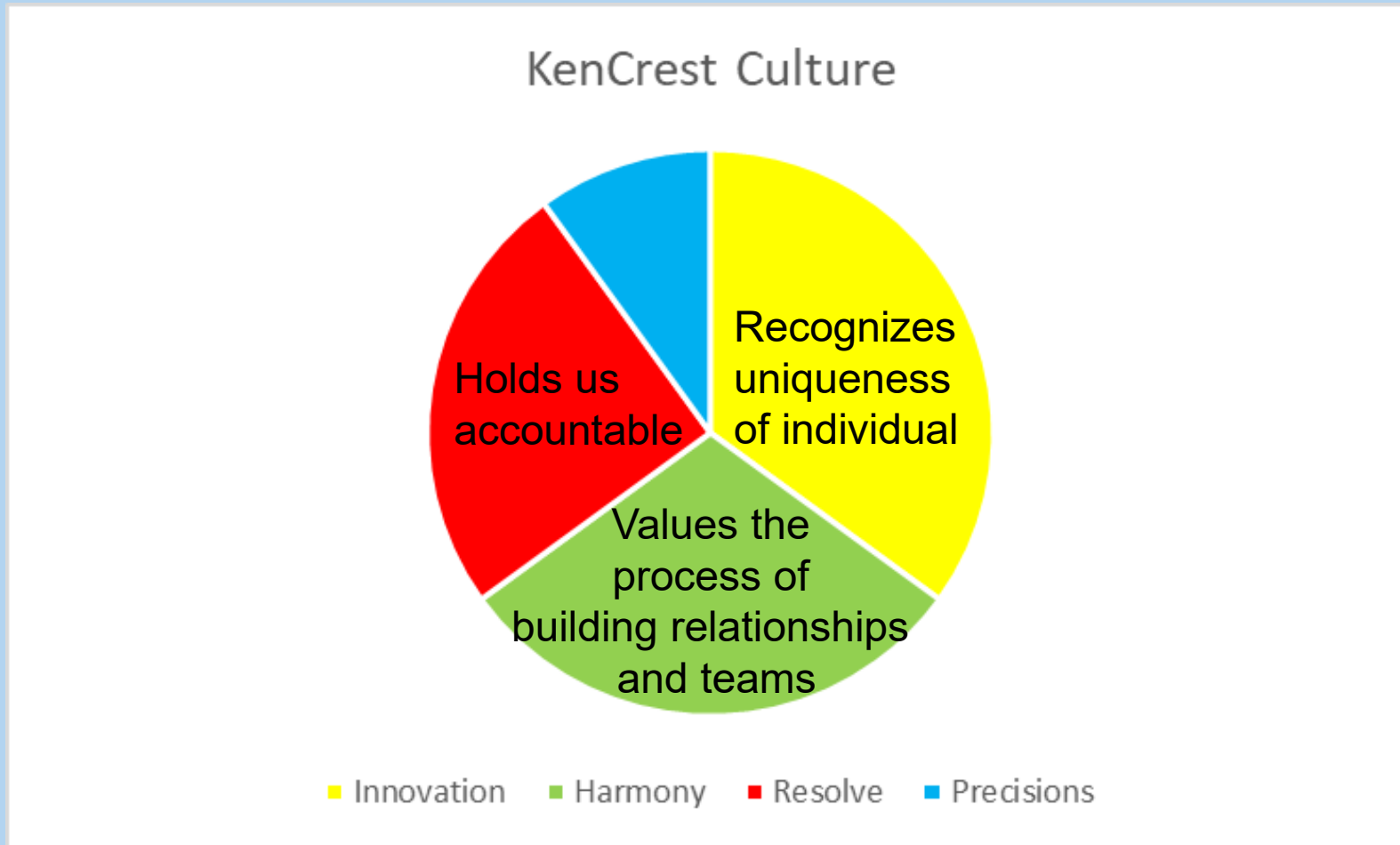
- Relias
- Dayforce – Implemented April 2021
- Evolv – Reimplementation completed 2021
- SharePoint
- Employee Portal
- GoToMeeting

# Culture: Clarity, Competence and Control

- BCAT - Brand Culture Alignment Tool
  - [www.getbcat.com](http://www.getbcat.com)
- What do we believe deeply matters to all of us as people?
- What do we believe will drive us toward the vision
  - Harmony
  - Innovation
  - Accountability

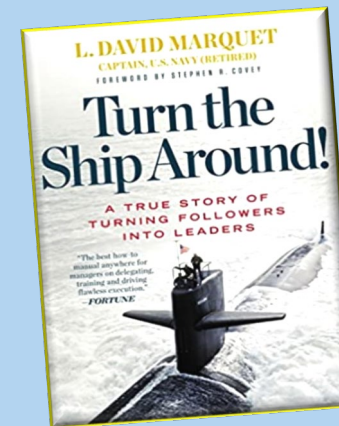


# BCAT : Built for Intimacy



# Culture: Clarity, Competence, and Control

- Review job roles
  - Do the assigned tasks make sense?
  - What are we doing to support success?
  - Does our job description language match our expectation?
  - How does it fit together?



Lead-Leaders

# Culture: Clarity, Competence, and Control

- RACI
  - Who is responsible?
  - Who is accountable?
  - Who needs to be consulted?
  - Who needs to be informed?

Responsible	Who actually performs the work
Accountable	Who assures that the work is performed successfully?
Consulted	Who needs to be consulted to make sure the all needs are addressed?
Informed	Who needs to know that it is done?

# Culture: Clarity, Competence, and Control

## The Leader-Leader Approach: 3 Key Components



**CONTROL:** Leaders must relinquish control while retaining responsibility.

**COMPETENCE:** People must be equipped with the technical knowledge and resources to make sound decisions.

**CLARITY:** People must be equipped with clarity on the organization's goals, purpose and decision-making criteria.



# Culture: Clarity, Competence, and Control

<b>Leader Follower</b>	<b>Leader Leader</b>
Protect Information	Transparency
Take Control	Delegate Control
Brief	Certify
Don't Question	Encourage Questioning
Can I do this?	I intend to ....
I am the leader	Create Leaders at every level
I have all the answers	I don't know
Fixed Mindset	Curiosity and Learning

# Culture: Clarity, Competence, and Control

Red Work	Blue Work
Doing	Thinking
Executing	Planning
Development	Design
Output	Outcomes
Follows recipe	Creates new recipes
Variability increases cost	Variability fuels innovation
Cost of Delay is constant	Cost of Delay is variable
FIFO prioritization works fine	WSJF prioritization is needed
Decision authority centralized	Decision authority distributed

# How the Pandemic Affected Our Work

- This project ran through the pandemic
- With short delay: first four months for organization
- Otherwise, we stayed the course

# Where Are We Going?

- Not to empower
  - Not giving anyone anything
  - Creating a safe, productive space
- To emancipate
  - Release talent
  - Certify: Competence
  - Clarity around vision
  - Full alignment



# Next up:

1. Universal DSP
2. DSP credentialing pilot with NADSP
3. Agency Accreditation

CQL: Council on Quality Leadership

COA: Council on Accreditation

4. Tech First Accreditation: ready for submission  
<https://techfirstshift.com>
5. Measurement Strategic evidence model

# And in the End

- No challenge too big
- Bold breakthroughs
- Strong retention
- Respectful

# For More Information

- Email
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  - Pam Schuessler – [pschuessler@KenCrest.org](mailto:pschuessler@KenCrest.org)

**Thanks for Joining Us!**

