



**Penn-Mar**  
**Human Services**  
*Transforming Life Into Living*

# **Penn-Mar Human Services**

## **Transforming Life Into Living**

### **Through Successful Organizational Change**



**Presented by:**

**Greg Miller, President and CEO**  
**Jackie Stevens, COO, Pennsylvania**

## **Our mission....**

**To transform life into living for individuals, families,  
our team members and volunteers.**

**Integrity ● Excellence ● Collaboration ● Innovation**

## Demographics & Operating Budget

- More than 350 individuals with IDD served daily
- Pennsylvania and Maryland services
- 500 + staff
- \$30M + annual operating budget

## Overview of Services

### Community Living Services

- Residential Group Homes and Respite
- In-Home Supports
- Life Sharing



### Community Day Services

**We will discover and promote each individual's talents and interests so they can enjoy a life that is more inclusive in the community.**

- Enclave/Transitional Employment
- Customized Employment
- Facility-Based day services
- Community-Based day services







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## Our Journey

### Sheltered Work



### Employment First



### Community First



## Session Goals

**Guiding Employment Beliefs**

**Transition Milestones**

**High Performance Strategies**

**Critical Measures**

**Employment Metrics**



### **We believe...**

**Everyone who wants to work can work**

**Everyone is ready to work**

**Careers, not just jobs**

**Purpose & Dignity**

**Social Capital & Opportunity**

**Fluid Process**



## Transition Milestones



### **Prior to 2009**

Leadership and Board discussion-- diversification of contracts and scenario planning

### **December 2009**

Began training and technical assistance from consultants with TransCen.

### **January 2010**

First Customized Job Developer hired

### **July 2010**

Launched employment first initiative

Implemented the Strategic Plan to shift away from sheltered workshop



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## Transition Milestones



### **January 2011**

Began organization-wide training and technical assistance, provided by TransCen, Inc. and Griffin Hammis.

### **July 2011**

Began the creation and implementation of a detailed timeline to discontinue the sheltered work program

### **July 2012**

Began the transition to a discovery program that was focused on employment

### **December 2012**

Discontinued sheltered work



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## Transition Milestones



### **January 2014**

Penn-Mar discontinued subminimum wage for those receiving Transitional Employment services.

### **March 2015**

Finalized Employment First Policy

### **March 2016**

Begin a long-term physical/environmental change to the facility to support the long-term vision

A decorative graphic in the bottom right corner consisting of two overlapping curved lines, one in a dark red color and one in a blue color.

**Strategic Planning**  
**Cultural Shift**  
**Resources**  
**Identify Challenges**  
**Implementation Challenges**  
**Networking**



# Strategic Planning

- Create a long-term vision
- Create strategies that align with the vision
- Develop short-term objectives
- Develop critical measures

## Structure

- Recruit and hire experienced/specialized employment staff... customer service/sales/business experience and skills sets are a plus.
- Invest in training and technical assistance.
- Provide employment staff with the resources and capacity to effectively do their job.
- Consider role changes and opportunities for existing staff who may be part of a workshop.

# Cultural Shift

Develop the understanding of the changing employment philosophy

- Successful employment is everyone's job
- We are all responsible for supporting individuals in their jobs.
- Employment is an outcome for everyone who wants to work.
- Training on our employment process, discovery and providing job supports.




## Resources

### Training & Technical Assistance

- TransCen, Inc. 2009-2013
- Griffin-Hammis 2011-2013
- Mark Gold & Associates 2017-2019

### ACRE and CESP certification

- Employment Support Coordinators
  - Job Developers
  - Day/Sheltered Workshop managers/coordinators
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## Resources

### Collaboration with key partners

- ODP and DDA
- Pennsylvania APSE
- Local Employment 1<sup>st</sup> Provider Teams
- Network with other providers who are like-minded
- Expanding OVR/DORS relationships

### Identify the Challenges

- Transportation – Getting people to/from work
- Shifting of staff mindset from care-giver to supporter
- Ensuring staff working in the “old model” continue to feel valued
- Overcoming fears of families (loss of benefits being victimized, failing on the job)



## Milestone Critical Measures

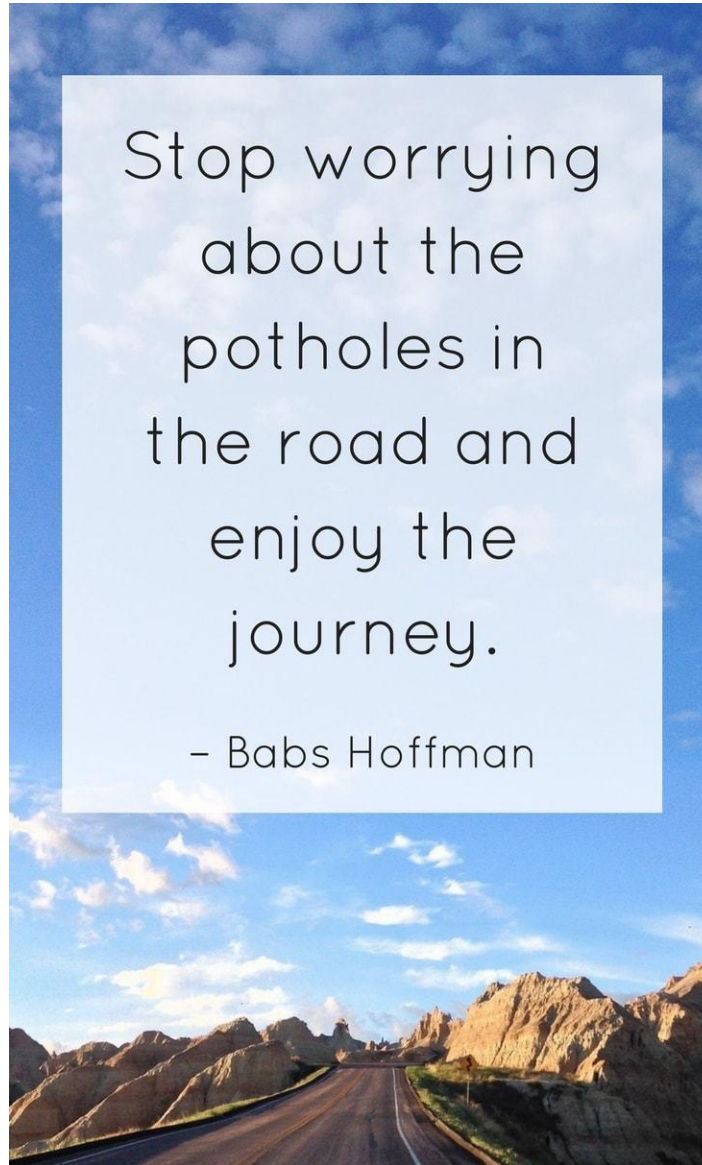
Year	# of Jobs	Retention
2010	11	Pray
2011	39	n/a
2013	67	n/a
2015	89	81%
2019	110	91%

149 jobs were developed in the first 5 years



Stop worrying  
about the  
potholes in  
the road and  
enjoy the  
journey.

- Babs Hoffman





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