

# The PA DD Council, the Route to Success Model, and the Writing of the State Plan



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# Structure



- **The Idiosyncrasies of the PA Council**
- **The Route to Success Model**
- **The PA Experience in Writing the State Plan**

# Why PA is Weird...



- **Commitment to Systems Change**
- **Minimal Public Policy Involvement**
- **Written Values Set**
- **Interest in Process Improvement**
- **Commitment to Planning**

# Values Statement



- **Inclusion**
- **Systems Change**
- **Cross Disability**
- **Cultural Competence**
- **Empowerment**
- **Generic Change**
- **Natural Part of the Human Condition**

# Statement of Values

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- **Generic Change.** The Council has a responsibility to change communities in the broadest, most generic sense. Our work improves the lives, not only of people with disabilities, but of all Pennsylvanians. Our energy is increasingly directed at ensuring that the systems and supports that are available to the community in general are made equally available, with appropriate accommodation, to Pennsylvanians with disabilities. We prefer to improve disability services by making them available in the context of the systems and supports that exist for all people.

# Values, cont.

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- **Natural Part of the Human Condition.** The Council believes that disability is a natural part of the human condition. We are not sympathetic to medical models of understanding disability. While we do not deny the importance of medical treatment and medical need, we are more sympathetic to understandings of disability as a social construct imposed on people with disability labels rather than as a quality inherent in the person with a disability. We are not impressed by the model of trying to “help” people with disabilities by making them more like people without disabilities.

# The Progression of our Work

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- **Research**
- **Demonstrations**
- **Replications**
- **Local Advocacy**
- **Systemic Advocacy**
- **Systems Change**

# THE ROUTE TO SUCCESS



# Origins



- **Dissatisfaction with ADD Efforts**
- **Insufficiency of “specialness”**
- **The idea of “working backwards”**
- **Grant let to HSRI with subcontract to Temple University in July, 2004**

# Intentions



- **Was a quality measurement activity, using long-funded Council projects as its information source**
  - ✦ by examining long-funded projects that had been involved in system change, we could develop system change indicators
  - ✦ ended up with a long list of indicators, but no clear direction about what to do with them

# So what we ended up with...



- **A Matrix for analyzing and synthesizing Council efforts**
- **A way of determining next steps for any Council effort**
- **An application of the scientific method to systems change processes**
- **A quality improvement method that is based in science, determines best practice, and has predictive power**

It is a way of measuring our progress against a process of...

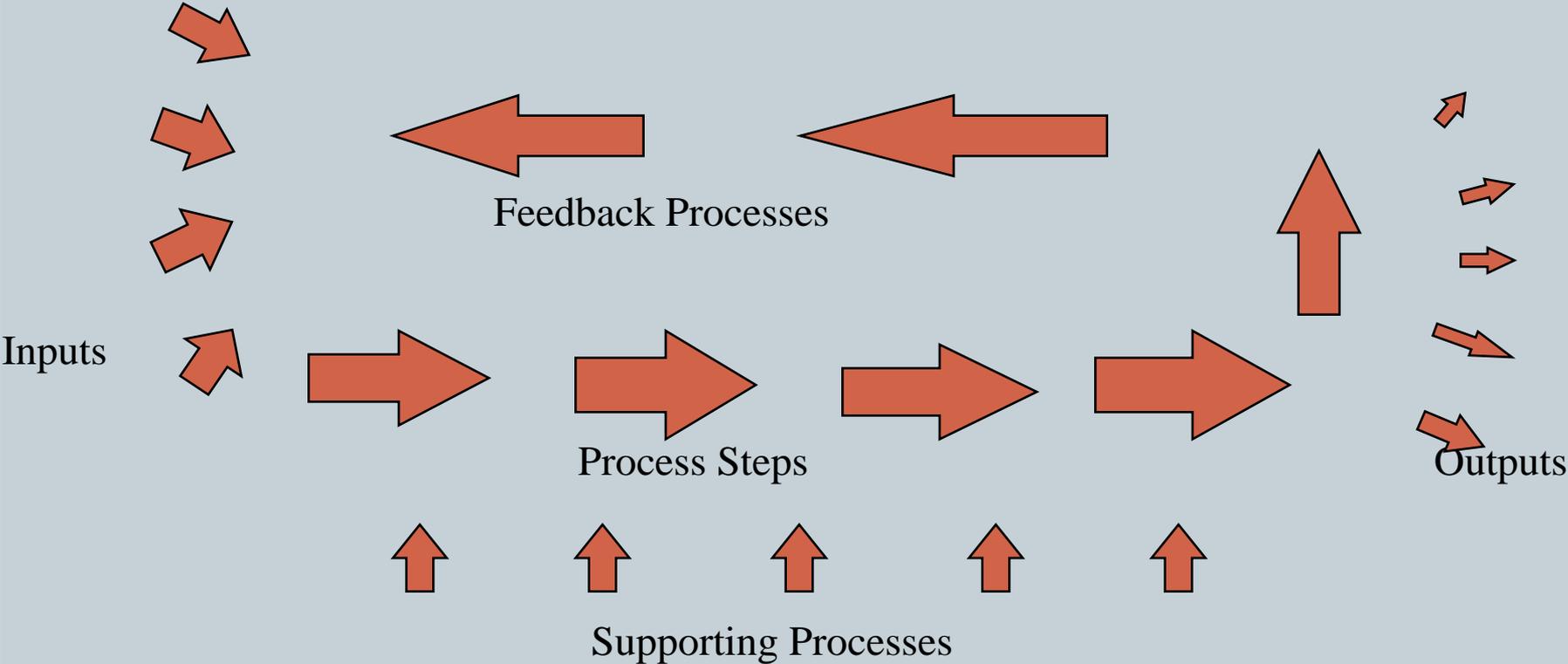


- **Gathering information**
- **Determining hypotheses and testing assumptions**
- **Carrying out social interventions**
- **Enlisting allies**
- **Leveraging change, and**
- **Capitalizing on the unexpected**



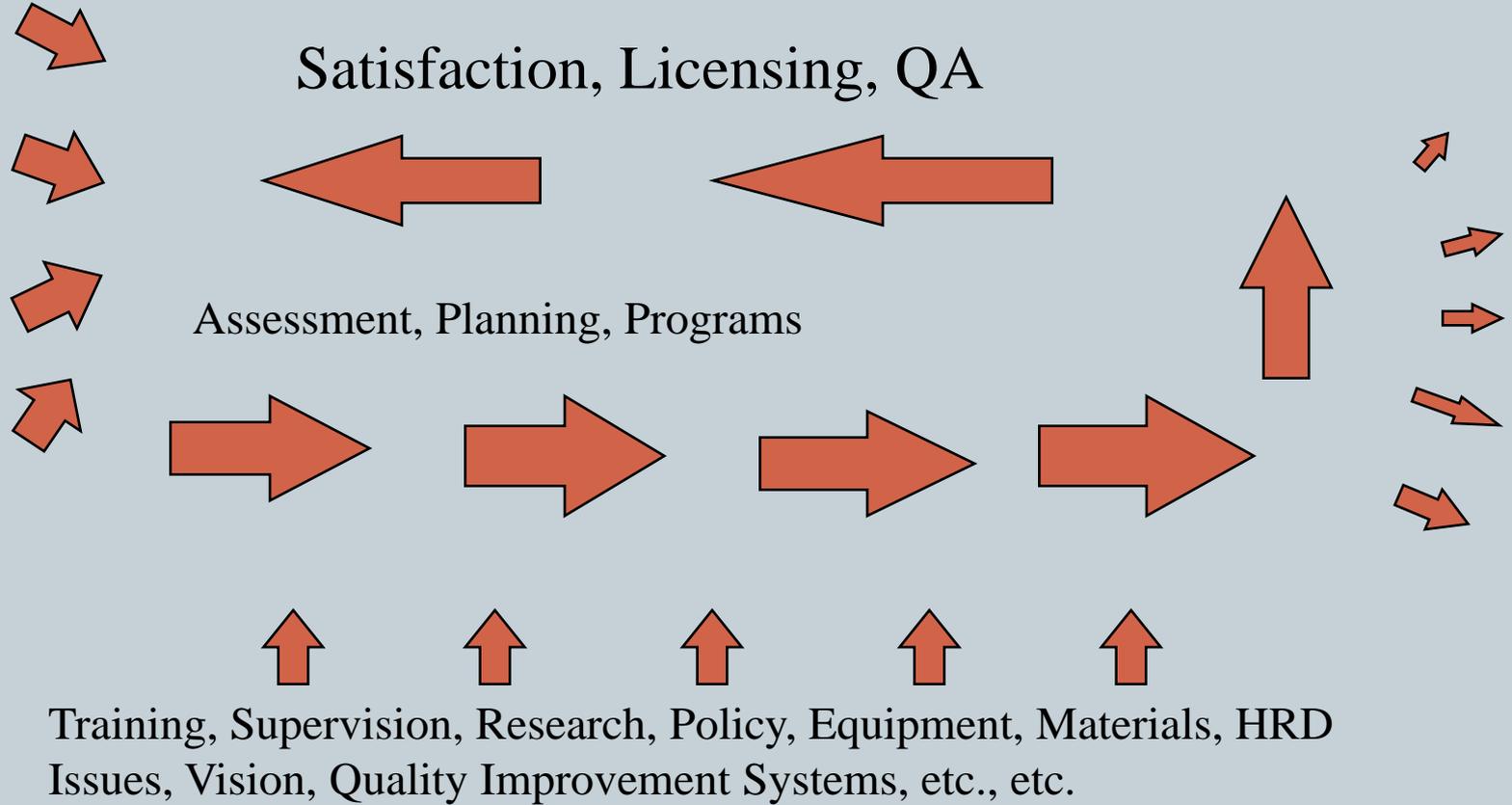
- **It is a Process Improvement Model rather than a Quality Management Model**
- **It has a particular view of how DD Councils fit into larger systems**
- **It is a model of how you “do” DD Council-ing**

# DEMING SYSTEMS MODEL



# HUMAN SERVICE DELIVERY SYSTEMS

Money, Referrals, Regulations, Advocacy, Model  
Designs, Vision



Life Outcomes, Satisfaction

# On this model...



- **We require a systemic understanding of the role of Councils**
- **We understand the indirect influence of Councils**
- **We understand Council systems change processes, and**
- **We are committed to the Continuous Improvement of processes**

# The model...



- **Was field tested with a number of PA Council grantees**
  - ✦ It was found by them and the Council to be useful in helping look for and plan for system change
  - ✦ Tools were developed for use by the Council to try out the model across its efforts

# The process of Route to Success



- ▶ Two years of interviewing long term Council grantees to determine indicators, examining outcomes, talking with others working in housing and transportation
- ▶ Created a list of indicators – most were project specific – more buses, more housing - but little that spoke to structural change or how the change was fostered.
- ▶ Was difficult for grantees to discuss system change

# Coming up with a model



- We looked in places other than disability –
  - ✦ Political Science – using John Kingdon’s *Agendas, Alternatives, and Public Policies* (2003)
  - ✦ Health Care – using Julius Richmond and Milton Kotelchuck’s *Political Influence: Rethinking National Health Policy* (1983)
  - ✦ Public Policy - using Bobby Silverstein’s material, along with that from the Center for Civic Partnerships

# Draft Model of System Change\*



\* Adapted from Richmond, J.B. & Kotelchuck, M. *Political Influences: Rethinking National Health Policy.* Handbook of Health Professions Education.

# Improve the Knowledge Base



- **What is the problem?**
- What are the problems, trends, unmet needs? What are potential solutions and current best practices used to address the problem?
- Specific strategies:
  - ✦ Conduct an assessment to collect data about transportation access issues
  - ✦ Sponsor local cross-disability work groups
  - ✦ Organize a statewide summit

# Select Social Strategies



- **What are you going to do about it?**
- Establish clear goals and methods for achieving them. Identify key players. Analyze constraints. Articulate responsibilities. Evaluate results. Celebrate success.
- **Construct and test hypotheses. Develop and test interventions.**
- **Specific strategies:**
  - Relentless advocacy efforts
  - Publicize and celebrate successes
  - **Research successful employers of pwdd**
  - **Investigate “piggybacking” on elder transport**
  - **See if parent/professional co-teaching changes attitudes**

# Create Stakeholder Will



- **Who are your collaborators? Who will do the work?**
- Who cares about the problem? How does it relate to other problems? Is there an existing constituency? Is there political will? Is there work already to be built upon? Does it appear too complex? Is there a sense of urgency?
- **Specific strategies:**
  - ✦ Seek out and develop political champions
  - ✦ Recognize existing resources and build on them

# Other Considerations



- Leadership
  - ✦ **What is your track record? What are your connections?**
  - ✦ “Policy entrepreneurs”\* – rated as very or somewhat important in 15 out of 23 case studies of critical factors in policy change
  - ✦ Key to sustainable change
- “Magical” or unexpected events
  - ✦ **What is your organizational capacity, strength and depth?**
  - ✦ Unpredictable, accidental
  - ✦ May be positive or negative
  - ✦ Be prepared and ready to seize opportunities

<b>COUNCIL MISSION</b>	<b>Create knowledge base</b>	<b>Select social strategies</b>	<b>Create stakeholder will</b>	<b>Support Policy entrepreneurs</b>	<b>Use unexpected events</b>
Support people with disabilities in taking control of their own lives					
Ensure access to goods, services and supports					
Build inclusive communities					
Pursue a cross disability agenda					
Change negative societal attitudes toward people with disabilities					

# SAMPLE- Transportation



<b>Council Mission</b>	<b>Create knowledge base</b>	<b>Use clear social strategies</b>	<b>Create stakeholder will</b>	<b>Support policy entrepreneurs</b>	<b>Use unexpected events</b>
<b>Ensure access to goods, services and supports</b>	<b>Conducted assessment of transportation needs</b> <b>Collecting statistics</b>	<b>Built trust among advocates</b> <b>Celebrating Success</b>	<b>DOT and utility commission buy-in</b>	<b>Sen. Rhodes - champion for Shared Ride for 10 years</b>	<b>Transp. Audit</b> <b>Rolling Justice 2000</b>



**WHAT WE'VE REALLY  
DONE WITH THIS  
MODEL...**

# Ways to Move Forward/”Focusing the Mind”



- **Other Approaches to the Same Problem and how these relate to previous efforts**
- **Approaches/strategies that have not been tried/analyzed/attempted**
- **Approaches that are duplicative of other efforts or previous efforts**



- **APPLICATIONS OF THE MODEL IN THE COUNCIL'S WORK...**

# Ways the Council may use the model



- **Applied to the Council's planning work**
  - ✦ Our five year planning process, by helping us build more effectively on what we've done
  - ✦ Consider subsequent grants to build on current or past work, missed parts of the matrix
  - ✦ Connect with other efforts in future
- **Applied to the Councils grant related work**
  - ✦ RFPs, RFP Book, descriptions
  - ✦ Training around writing grants – the “Road Show”
  - ✦ Proposal review – system change objectives
  - ✦ New grantee start up – monitoring system change

# Using the Model, continued...



- **Grant Renewal Processes**
- **Identifying Missed Opportunities for Systems Change and Growth**
- **Identifying Alternative Strategies**

# THE MODEL AS PART OF THE STATE PLAN WRITING PROCESS



# THE PLAN



- **Preparation for the Plan**
  - ✦ **Round Tables in Areas of Emphasis and Mission (the “clusters”)**
  - ✦ **Analysis of last 15 years’ work**
  - ✦ **Review of work for**
    - **Redundancies**
    - **Inoperables**
    - **Commonalities**
    - **Next Steps**

# The “Clusters”

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- Education
- Inclusive Communities
- Stigma
- Inclusive Child Care
- Grassroots Advocacy
- Transportation
- Legal Supports
- Employment
- Transition
- Housing
- Health
- Quality
- Self Advocacy
- Leaders’ Development
- Cultural Competence
- Cross Disability Initiatives

# The Questions we Asked About New Ideas ("Doing What we do Best")

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- Is this Council's mission, vision and values-related business?
- Does this draw on Council's unique perspective, capacity and historical strengths?
- Does it move our work forward?
- Is it radical? (Is it a new idea; is no-one else doing it?)
- Is it systemic in its design on at least some level/in at least some context?
- Is it someone else's business/does it have a home elsewhere?
- Does it have potential for generic impact and change?

# ...Planning continued



- **Matrix Analysis of Proposed Objectives**
  - What we are trying to do
  - What is the primary “box” we are asking for
- **The RFP Process**
  - Publicity in RFP Books and Road Shows
  - Analysis of meeting primary goal
  - Analysis of overall proposal in terms of five stages

# Basic Purpose



- Use the Route model to elaborate where we want to go and analyze objectives and proposals in terms of how we are getting there

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