

A Management Focused National Learning Collaborative with AIVRS Programs

National Rehabilitation Education
Conference

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Arlington, VA



INSTITUTE FOR COMMUNITY INCLUSION
promoting the inclusion of people with disabilities



Explore VR

All of our materials are available through **ExploreVR.org**: A portal for all of our research, technical assistance, and evaluation projects.

Webinars related to our Learning Collaboratives are archived at ExploreVR.org!



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Today's Panel

- **Joe Marrone**, ICI, Joseph.Marrone@umb.edu
- **Randall Slikkers**, CANAR, rslikkers@canar.org
- **Paula Seanez**, Navajo Nation VR, paulaseanez@nndode.org
- **Susan Foley**, ICI, Susan.Foley@umb.edu



What you will learn

- Who or What is ICI and CANAR?
- The NIDILRR funded RTAC on VR Program Management
- What is a Learning Collaborative and the AIVR Learning Collaborative?
- Navajo Nation AIVR Experience
- What was Learned?
- Future efforts.



The Institute for Community Inclusion

- Based out of University of Massachusetts Boston and Children's Hospital Boston
- Is part of the School for Global Inclusion and Social Development (<https://www.umb.edu/academics/sgisd/about>).
- Includes several other institutes including the New England Native American Indian Institute, Asian American Studies.
- ICI Employs over 200 faculty, researchers, Senior Fellows, and professional staff.
- ICI hosts multiple national centers across employment, community living, education, and health.



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Consortia of Administrators for Native American Rehabilitation

- CANAR is the foremost professional organization serving American Indians/Alaska Natives with a disability in Indian Country (www.canar.org).
- Represents 85 American Indian tribes and Alaska Native villages across the United States. Other entities are members including state VR agencies, universities.
- TVR-Circle is the noted training arm of CANAR.
- Vision Statement: A world of full inclusion for American Indians and Alaska Natives with a disability.



The RTAC on VR Program Management

- Funded by NIDILRR in 2009.
- Project Officer: Dr. Leslie Caplan
- RSA Project Officer: Mr. Charles Sadler
- Charged with developing a VR Program Management Model that included QA, HR, and Strategic Planning components.
- Multiple research activities
- Created the Learning Collaborative Approach as a University-State System Partnership in Research. Worked with 28 state VR agencies across the country.



Learning Collaborative Model

- Peer to Peer model
- 3 Meetings per year as a group
- On-site intensive TA
- Periodic check ins and informal TA
- TA plan, goal setting, and support.



ICI/CANAR partnership

- Invited Joe Kelly from CANAR to attend Learning Collaborative Meetings
- Were we creating barriers to our NIDILRR project for AIVR programs?
- How could we include AIVR projects in our efforts?



Did two things:

- Opened up the Learning Collaboratives to AIVR Projects. The Chickasaw Nation applied and was part of the Cohort 3 with 10 state VR agencies.
- Launched a CANAR/ICI Pilot to recruit AIVR projects specifically.



ICI/CANAR Pilot Purpose

- ✓ The purpose of the Pilot is to assist Tribal Vocational Rehabilitation (TVR) Programs in developing and implementing solutions to management or performance issues of importance to their Program and which will have a significant impact on their ability to provide effective VR services and achieve increased employment outcomes.
- ✓ The management or performance issues should be one the TVR Program is already beginning to address, has started to consider, or has tried to address in the past. The Pilot will be guided by the VR Program Management Framework and use a Learning Collaborative process.



Goals

- Development of a culturally pertinent TA model to improve the quality of VR management in participating pilot AIVRS Programs.
- Implementation of a culturally pertinent TA model to improve the quality of VR management in participating AIVRS Programs using a specific management problem to address within each of the tribal programs as the project's main point of reference.
- Create a University-CANAR partnership to improve access to research, and technical assistance opportunities for AIVR programs.



7S's and RTAC Management Framework

- Importance of having a framework for project management
- Similarities and differences between CANAR and RTAC Management Framework
- Transition to a culturally relevant framework.



CANAR and McKinsey 7S's

- Shared Values
- Structure
- Systems
- Strategy
- Skills
- Style
- Staff



Where we started with the RTAC Framework

VR Program Management Framework

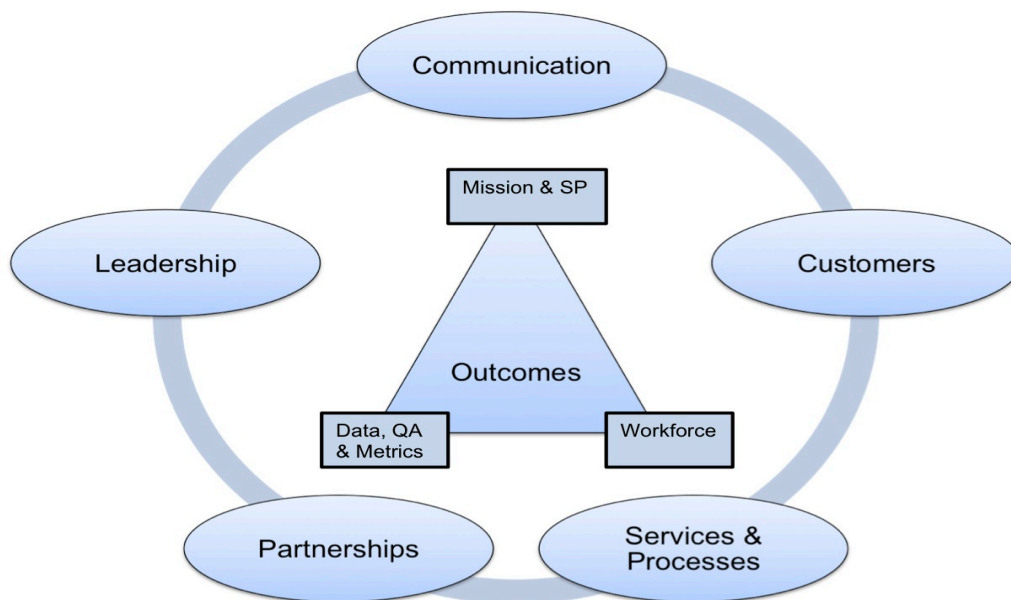


Image description: Triangle at center with text box - "Outcomes." Text boxes at each of the three triangle points: top - "Mission and SP," bottom right - "Workforce," bottom left - "Data, QA & Metrics." Ring surrounds the triangle with text boxes (clockwise) at top - "Communication," right - "Customers," bottom right - "Service & Processes," bottom left - "Partnerships" left - "Leadership."

AIVR Projects Participating

- Confederated Colville Tribes
- Hoopa-Yurok Nation
- Chickasaw Nation
- Navajo Nation



Confederated Colville Tribes

Laurae MacClain

Outreach to Veterans

Northern Eastern Washington State



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Hoopa-Yurok Nation

David Tripp and Deborah Pizzuto

**Outreach and community
inclusion of returning ex-
offenders**

Northern California



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Chickasaw Nation VR

Michelle Wilson

Jason Burns

Relationship to Employers/Job Club Eastern Oklahoma



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Navajo Nation VR
Paula Seanez
Treva Roanhorse

**Building Staff Clinical Skills
through Motivational
Interviewing**
Arizona, New Mexico, Utah



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Where is Navajo project now?

- ✓ Completion of the Motivational Interviewing Level I and Level II.
- ✓ Closer coordination with the state VR in understanding how they are implementing MI.
- ✓ Continuing to assess program strengths and assets.
- ✓ Continuing to assess staff training needs and how to support/monitor staff using MI skills.
- ✓ Management supports continued MI training across program staff.





Impact of project on Navajo's overall assessment of its VR Program?

- Opportunity to assess program during the time of grant preparation and submission.
- Opportunity to use and continue to use Rehabilitation Framework that provided structure.
- Importance of linking project outcomes with assessment data.





Impact of Tribal cultural/political issues on project?

- Navajo culture is foundation to the Navajo VR program.
- Incorporate Navajo teachings in the assessment process.
- Use of the MI manual for Native Americans.





Sa'ah Naaghái Bik'eh Hózhóón



Assistance CANAR/ICI provided?

- Knowledge and experience.
- Face to face meetings provided the opportunity to help focus our project. Discussion and suggestions were very helpful.
- Knowledge of the state VR programs, projects they have engaged in and information they could provide.
- A better understanding of a Learning Collaborative and how the process works.



Assistance CANAR/ICI provided?

- A Collaborative Project Plan to help guide our project.
- Resources that related to our project and other areas of interest for AIVR.
- Diverse perspectives.

Other help needed in future?

- Continued information of LC projects that are funded so we can seek involvement.
- Funding Opportunities.
- How to improve skills on data diagnostics, needs assessment and program evaluation.
- Resources for continuous quality improvement of our program.



What was learned?

- What LC are about.
- More about ICI and met great staff.
- Rehabilitation Framework.
- Importance of data diagnostics and needs assessments.
- There's opportunities to work with state(s) in the LC process.
- About our program strengths and areas for improvement.





What is the future of the project?

- MI training and support of staff will continue.
- MI training will be expanded to other staff not only VR.
- Implement Phase III for supervisors to be able to support/monitor staff.
- Share with others what we learned.
- Do an LC with other Tribal VR programs in AZ, NM area.



NEXT STEPS

- Each AIVR Project will do at least one webinar about their experience. Will be available at ExploreVR.org.
- Launching a second ICI/CANAR Learning Collaborative as part of our Demand Side RRTC on Business Engagement strategies.
- Actively looking for ways a University-CANAR-AIVR Partnership can assist in the delivery of technical assistance and research



Some recommendations

- NIDILRR and RSA Grantees should consider ways to partner with CANAR and AIVR.
- Rehabilitation Counseling Programs have a role! Can you provide opportunities for AIVR project employees to gain clinical and rehabilitation skills?
- AIVR projects all serve communities with high disability rates and high unemployment rates. Partnerships are important!
- AIVR's have much to offer the field in innovations in rural services, entrepreneurship, business engagement.





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(Joseph.marrone@umb.edu)
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(Paulaseanez@nndode.org)
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(rslikkers@canar.org)
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(Susan.foley@umb.edu)

