

Partnership Plus – Creating a “Winning” Environment through Change

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Workshop Objectives

- Understanding Change
- WIOA: Bringing on Change
- Ticket to Work and Partnership Plus in MD:
Fostering a “Winning” Perspective

The In-between

- Shifting from the status quo to something new
 - Status quo: known, structured, proven, certain=reassuring
 - The New: unknown, uncertain, untested=nervewracking
- In between the status quo and a new practice is:
 - RISK: The possibility of failure
 - FEAR
 - STRESS
 - CONFUSION
 - EXHAUSTION
 - **CHANGE!!!**
 - OPPORTUNITY

Why is change so difficult?

- Fear

- The unknown:

- Stepping outside of the comfort zone
 - “This is how we’ve always done it”
 - People are often more afraid of the ‘transition’ than the ‘idea’

- Failure:

- Easier to see how things could become worse
 - Harder to see how things might become better

- Time:

- To learn the new processes
 - Worry that new process will take longer than ‘the old way’

Why is change so difficult?

- Stress
 - Hard to change when facing many possible changes at the same time: creates a state of cultural ADHD
 - The brain performs better when positive than when negative, neutral or stressed
- Type of work
 - Cyclical work
 - Can feel demoralizing/futile
 - no matter what I do, the same results are expected/demanded
 - no matter how hard I work, I'll always get the same results
 - Routine does not promote change
 - Creating meaningful work
 - Ikea/Betty Crocker examples

Source: Shawn Achor and Dan Ariely

IKEA



IKEA Example

- Much more effort and time
 - For some this equals frustration in the assembly process, BUT:
- People tend to be more satisfied with the furniture once they are using it. Why?
 - Greater economic value
 - More customization (choice of colors, styles, patterns, etc.)
 - Psychological value
 - allows customers to be involved in production activities that create a tangible product (unlike more and more work done in our economy)
 - A mass produced product 'feels' like a hand-crafted product = feeling of self-fulfillment
 - Some people even enjoy posting the finished product on Social Media = validation, sense of belonging, reward

Betty Crocker Example

- Early cake mixes - why?
 - Solving a problem for one company (surplus molasses)
 - In the end these were only moderately successful
 - How to market this new product?
- Change
 - After WWII, there was a surplus of flour, so now BIG companies (Pillsbury, General Mills/Betty Crocker, and Duncan Hines) entered the game.
 - Selling convenience
 - Ease of use – No need to keep a wide variety of ingredients on hand in individual kitchens
 - Making baking easier for everyone – premeasured ingredients, JUST ADD WATER!

Betty Crocker Example

- At first sales grew, then they flattened. Why?
 - Perceived freshness. People assumed fresh ingredients were better than powdered.
 - Too easy? People were not involved enough in the process = no different than just going to a store and buying a cake.
- A study in perception
 - doesn't seem 'homemade'
 - the product was too convenient. Psychologists inferred that the cake mix created a sense of guilt on the part of the consumer.
- How to address this? Two choices:
 - Advertise about convenience – “it allows you more time for other things” OR:
 - Take away a little convenience – add some perceived freshness
 - Require the consumer to invest a little effort

Betty Crocker Cake Mixes bring you that Special Homemade Goodness



...BECAUSE YOU ADD THE EGGS YOURSELF



Betty Crocker

LIGHT, FLUFFY CAKES

They're made with famous, fine Softasilk Cake Flour . . . and you add the eggs!

RICH, MOIST CAKES

They're made with premium quality cake shortening . . . and you add the eggs!

TALL, LUSCIOUS CAKES

They're genuine Betty Crocker recipes, all measured and blended. You get a full pound and a quarter of cake mix in every package—and you add the eggs! No wonder 9 out of 10 women, in hundreds of tests, said that cakes made with Betty Crocker Cake Mixes and their own fresh eggs gave them *bigger, taller* cakes than the other cake mixes they tested.



Just bake a big, moist, fluffy, fresh egg cake with Betty Crocker's new YELLOW Cake Mix. Fill, and top with whipped cream and sweet California canned Cling peaches. Quick, easy and oh so good.



There are two kinds of cake mixes. This is the only nationally sold cake mix that lets you add the eggs—the only one that gives you that special homemade goodness.



Betty Crocker CAKE MIXES



Try All These Wonderful Betty Crocker Mixes • WHITE • YELLOW • DEVILS FOOD • GINGER BREAD

Betty Crocker Example

- Solution – Hire some psychologists! Who figured out:
 - Just add eggs!
 - Elaborate do it yourself decoration instructions

- Result
 - Investing a little time and effort in the process creates a sense of ownership
 - Shift from simple 'speed and ease' approach to selling an experience
 - Personal Investment: Allows customer a sense of self-fulfillment
 - Shift from usability to creativity and from taste to appearance
 - Sales recovered and remain high today

What these examples have in common

- The addition of a concept called 'co-production'
 - A push towards consumer involvement in the process
 - More efficient for the business
 - More satisfaction for the consumer
- An understanding of motivation
 - Extrinsic
 - External rewards/punishments
 - Vs. Intrinsic
 - Internal satisfaction

Motivation

- Extrinsic-sticks and carrots
 - If/then rewards
 - Works well for simple/straightforward tasks
 - Can dull creative thinking
- Intrinsic-internal reward
 - Feeling pride, finding enjoyment, finding something interesting, and being a part of something larger than 'me'
 - Works well for conceptual work
 - Better for tackling problems with no single solution
 - Can promote creative/outside the box thinking
 - Adds value for the individual

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MOTIVATION

IF A PRETTY POSTER AND A CUTE SAYING ARE ALL IT TAKES TO MOTIVATE YOU,
YOU PROBABLY HAVE A VERY EASY JOB. THE KIND ROBOTS WILL BE DOING SOON.

Authoring Change

- Myth: People hate change
 - False, but! People hate 'fake' change & 'change for the sake of change'
- What do I mean?
 - People don't want the 'old' repackaged as something 'new' – This is structural change
 - Instead people seek meaningful change that has results – This is cultural change
- How is this done? Ownership vs. Authorship
 - Understanding what has to change and why
 - Authoring the process – being a part of change, not just accepting it
 - Empowerment – not responding to, but taking control of change

How to get from here to there?

- Understanding the current system and culture
- Authoring cultural change and empowering all participants to take part in the process

- So..... Let's take a look at DORS, Ticket to Work, and the culture surrounding Partnership Plus.

Ticket to Work

- What is it?
 - A physical “Ticket” and a “work incentive”
 - Entitles beneficiary to employment and VR services
 - For State VR: Ticket=Presumptively Eligible for services
 - Entitles DORS to payment provided certain earnings levels are met by consumers who receive SSA disability benefits
 - Exempts consumers from Continuing Disability Reviews (CDR) provided “Timely Progress” is made in employment, education/training, or a combination

Ticket to Work

- Why does it exist?
 - Expand employment for individuals with disabilities
 - Provide greater choice in providers/employment services available (Employment Networks, State VR Agencies)
 - Reduce dependence on SSI/SSDI cash benefits
 - Approx. 11 million disabled beneficiaries receiving approx. \$100B annually.
 - Approximately 65% of DORS consumers in Service are on SSI/SSDI
 - Less than 1% leave benefit rolls each year and 1/3 return to benefit status within 3 years.

Ticket to Work

- Who can receive a Ticket?
 - Individuals age 18 through 64 who have been entitled to Social Security Disability Insurance (SSDI) and/or Supplemental Security Income (SSI):
 - Are in current pay status for monthly cash benefits (SSDI)
 - Are in monthly cash benefits not suspended status (SSI)
- What they receive?
 - Individuals receive their physical “Ticket” and information about local VRs (DORS) & other Employment Networks (ENs) in the mail
 - Info to access online resources at <http://www.chooseworkttw.net/> to assist an individual in selecting a provider that offers the services that best match their needs

What is an Employment Network (EN)?

- Entities contracted with SSA to provide direct or indirect employment, VR and other support services
 - Has certified/licensed staff per State/Federal regulations
 - May include State VRs such as DORS as well as private non-profit and for-profit groups such as CRPs, One-stops, Schools, Training programs, etc.

A Little History

- Ticket to Work
 - In the beginning: 12/99, 12/01, 3/03
 - Competition: VR vs. EN (Win – Lose)
 - Additional Bureaucracy & Red Tape
 - Unfunded Mandate
 - PROBLEMS!

Ticket 2.0

- SSA addressed “Problems” with Ticket 1.0
- Amendments - July 21, 2008
- Cooperation NOT Competition (Win & Win)
- Sequential Services & Payments to VR/EN
- Partnership Plus
-

MD DORS Ticket Strategy

- Participate & Cooperate, BUT
- Minimize Ticket Impact
- Maintain Current Practices
- SSA – VR Reimbursement Process

SSA- VR Reimbursement

- Ticket-Holder:
 - Signs IPE with VR agency (Ticket “In Use–SVR”)
 - Achieves 9 months of SGA wages
- VR submits claim to SSA within 12 months of 9th month of SGA wage achievement.
- SSA pays VR for Direct/Indirect & Tracking Costs.

WIOA: July 2014

- Section 412: VR State Plan **SHALL** include assurance that VR will coordinate with any other State agency functioning as an EN.
- Section 413:
 - VR **SHALL** provide benefits planning services.
 - VR IPE for a Ticket-Holder receiving services from an EN **WILL** describe how VR & EN will divide responsibilities.

VR Regs: June 30, 2016

- Sect. 361.18: VR **SHALL** assure staff are familiar with and receive training regarding.....Social Security Work Incentives and Ticket To Work.
- Sect. 361.24: VR part of Unified State Plan **MUST** include assurance that VR will coordinate with any other State agency functioning as a Ticket EN.

Creating Change

- “SHALL,” “WILL,” “MUST” = Mandated **CHANGE**
 - BUT, this type of language and External stimuli doesn't motivate
- So how do we motivate?
 - promote Intrinsic Motivators for DORS staff, EN Partners and consumers
- Through Autonomy, Mastery, and Purpose
 - Autonomy: Desire to be self directed
 - Mastery: Urge to get better
 - Purpose: Gets you up in the morning because you **WANT** to go to work

Source: Dan Pink

What happens if we are (or aren't) open to change?

	Open to change	Closed off from change
Genuine opportunity: Cultural change	Make a real difference	Blow an opportunity
Repackaged: Structural Change <small>(more of same)</small>	"Got our hopes up for Nothing"	"See, I Told You So"

Source: Jason Clarke

Partnership Plus in Maryland

Moving Forward: Implementing change

- Partnership Plus coordination
 - Updating MOUs w/ Partner agencies and identifying new EN partners
- Provision of benefits planning
 - Improved case management by DORS staff
- Outreach/marketing collaboration
 - DORS Staff - Talk to your local ENs
 - ENs – Market those services
 - Together – Get the message out. Involve consumers in the discussion

Partnership Plus in Maryland

- Increased emphasis on handoff/coordination: at case opening, employment and closure
 - coordinate w/ state VR and Partners on Ticket issues
 - incentivize service providers for quality placements
 - identifying cases as potential handoffs

VR Case Management for Ticket Holders

- Coordinating at case open with EN as applicable
- Updated IPE language for Ticket, Partnership
 - consumer/DORS responsibilities
 - benefits planning services
 - correlation between consumers who receive these services and increases in:
Counselor rehab rate, consumer wages and hours worked, Cost reimbursement \$ for DORS
 - Partnership and handoff at closure

Support for VR counselors & consumers

- Training/technical assistance
- Updated counselor toolkits and fact sheets on Social Security/Ticket
- Updated website
- Accessible online videos: benefits/work incentives, Ticket to Work, EN and handoff
- Updated consumer letters: key case touchpoints with pertinent handoff info

Creating the Win/Win/Win

- For Consumer
 - Inclusion throughout the process
 - Follow along support on Ticket throughout case
 - Handoff coordination at placement/closure to ensure seamless transition from VR to EN
 - Placement at higher levels of earnings (TWP or SGA)
 - Linkage to benefits planning to maintain earnings and address benefits questions after VR closure
 - A consistent, supportive message

Creating the Win/Win/Win

- For DORS
 - Increased follow along supports for consumers at/near SGA to ensure continued earnings
 - Better engagement from consumers in their plan
 - Better understanding of the role of services (such as benefits planning) in consumer success
 - Less recidivism (consumers maintain employment longer and are linked with follow along supports after DORS)
 - Reduces DORS waitlist for services allowing DORS to serve more individuals
 - Ensures greater cost reimbursement

SSA – VR Reimbursement FY16 Stats

- Nation-wide:
 - VR submitted 17,832 Claims
 - SSA Processed 17,763 Claims
 - SSA allowed 11,932 Claims (67%)
 - SSA paid \$181M - Avg. Claim - \$15,203
- MD:
 - Submitted 535 Claims
 - Allowed: 430 (81%) = \$5.9M
 - Avg. \$13,742

Creating the Win/Win/Win

- For ENs
 - Increases appropriate EN handoffs (ie. At or near SGA)
 - Provides for motivated, engaged consumer referrals
 - Results in more EN Ticket Milestone/Outcome Payments
 - Allows ENs who previously served DORS consumers as a fee-for-service CRP to continue their relationship with consumer
 - Assists handoff candidates who came from EN to VR, in returning to their EN after VR services are complete

Developing a Consistent Message

- Having all parties be invested in the process
- DORS as a stepping stone, not the only piece in the puzzle
- Not allowing benefits to 'limit' potential

What can I do?

“All we have to decide is what to do with the time that is given us” – J.R.R. Tolkien

All of us (DORS, EN, and consumer) can choose what to do with our time.

Let's make the most of it!

Questions



Contacts

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