

RETAIN Webinar

RETAIN Partners: Co-leading Systems Change for American Workers At Risk

Facilitator/Subject Matter Expert (SME): Dr. Joseph M. Ashley, RhD, CRC

Tuesday, July 16th, 2019 at 2:00 p.m. – 3:00 p.m.

Link to the webinar folder: <https://retainta.org/mod/folder/view.php?id=68>

Transcription:

>> Welcome everybody to the webinar. We have CART available for today's webinar. Will you please put it in the chat box? If you would like to see the realtime captioning, select this link and open a new window to your screen. We also have a 508PDF of the Slides on the right-hand side of your screen. Who is joining us today?

If you haven't done so, introduce yourself in the chat box. Please type in your name, your state and your retain position or role. You'll be able to answer questions in a couple of different ways. Submit your questions in the chatbox at any time during the webinar. If you have any technical assistance needs, fill those out in the chat box, as well and we'll respond to you. PVR

If and if you'd like to speak aloud to the webinar, select the raise your hand button. That's on your menu on the right-hand side of the screen. I'll pass things over to the deputy director.

>> Thank you, Anne.

And welcome, everybody today. My name is Mona Colatti and I'm a research ere at the American Institute for Research, the retain TA provider and the deputy project director for the Retain TA team.

Next slide, Anne. Thank you for joining us. Before we get started a brief about retain. The retaining talent after injury on this network is funded by the office of disability employment policy out of the US Department of Labor. As a joint initiative led by ODEP and the Social Security administration.

Through the collaborative network of eight state teams, retain focuses on an important dimension of disability employment, state work, return to work strategies. It's about helping people who become ill or injured during their working years to remain in the labor force.

Next slide. I'm honored to introduce Dr. Joe Ashley, today's presenter. Spent 25 years with the Department of Aging and Rehabilitative Services. Services that create opportunities for people with disabilities to live and work in their, live and work in their community. Dr. Ashley has extensive experience in leadership and cross program and across system and work groups at the state and local level.

Next slide. Just a quick overview of today's webinar, Dr. Ashley's presentation will check in with you on strategic partnership and development issues. Also discuss implementation challenges and successes through strategic partnerships and present on ideas

towards systems alignment and integration that will help you build strong partnerships moving forward.

Dr. Ashley, before I hand it off to you, I wanted to let you know we have representation from all the retain states today as well as members of the AR team. From across the states, we have workforce coordinators, return to work coordinators and public health related roles on this state team.

So a little bit of everything today. Dr. Ashley, we are ready for you to start us off with assessing and strengthening your partnerships. Dr. Ashley?

>> Here I am.

>> There you are.

>> I apologize for that. I was talking to a muted phone.

I do appreciate the opportunity to be here talking with you all. I do share the passion that you have for creating new programs and collaborations. I want to talk about some of the founding thoughts about retain. And that was, we were bringing people together across partnerships of people who hadn't always worked together before.

For example, the workforce system is taking a strong lead in this particular program. But it also reaches out to other workforce programs such as vocational relocation. But new to these partners, rarely do they work together is health care system and the, some of the other, like, health agencies and the health care system. So it's new to many people as we start these partnerships moving forward.

And we think it's sort of one of the foundational pieces of this that you all are trying to work together and create that opportunity for people who have been injured or ill in the workplace and keeping them in their work, at their work sites.

Okay. Back to you.

>> Oh, Mona, are you on mute by chance?

>> I am. Thank you. So now, we'd like to pause here and ask how are your strategic partnerships working? We'll put up a poll question. If you could respond how your strategic partnerships working, either we work very well together, we work fairly well together or learning to work together. Or we've got room for improvement.

Okay. Let's go ahead and take a look at the results. Okay. We had about 38% of you said that we worked very well together. 13% said we work fairly well together. And 50% of you said we're learning to work together. So Dr. Ashley, I'm turning it back to you to refresh on implementation progress.

>> Okay. Excellent. I want to reflect on the implementation that we've got. And I want to say a little bit about myself just very briefly. I have spent a career in vocational rehabilitation. But most of my time was spent working across systems and across programs. And I had state leadership positions and then

local positions and had to learn to work with other systems to make things, to achieve some of our goals. The Medicaid infrastructure grant which came into the Medicaid agency and I learned a lot about Medicaid with that particular project and we were successful in creating a buy-in in our state.

I've been part of seven different Department of Labor grants. And the other to this title. One agency in our state at one time with the employment division and the community colleges workforce division. And I was a co-director doing most of the implementation. Learning to work in the one stops or the American job centers now and working with these individuals.

I've also done, we have services administration grants where we've reached out to the one stops and other systems and particularly, reaching out to the businesses in the last round. I spent a career developing these partnerships. I've also been in the state level discussions on the workforce innovation implementation in our state.

Have had a lot of time to reflect on how to help things move forward across a partnership of state agencies and other entities trying to work together to achieve goals. But I want to say, one of the things I learned in project work is that you get moving quickly. You all have been moving very quickly to achieve your goals or get to your projects.

And I think many of you have probably already done this. Being state level leaders and other people with experience, you understand importance of stopping. I would recommend the pause. Taking stock of your small wins and your other accomplishments. But also, being sure that you're looking at the barriers and the challenges you face and being able to articulate them and have a quick assessment of them, in-depth assessment depending on the size of the project.

Being sure that you're communicating the progress that you've got so far and you are also taking the time to communicate the challenges and the barriers. Because there are people up and down the line that you might be communicating to that might have a solution for you.

Let's talk about the retain proposition. That's the next slide. The RETAIN proposition. The Department of Labor has put a lot of energy into RETAIN and looking at this as framing and embracing employment as a positive health outcome would be a way to create a collaboration across the various workforce programs and the health care systems and the health agencies. That's sort of what they're putting out there.

I believe you probably already had done the creating your common vision across for your projects. Here's what we're going to accomplish and here's our vision over what it's going to look like and here's how it's going to implement it and why it's a benefit to

people. The common ground, making sure you have verify where you are come together. I have found the development of those where you have agencies that haven't worked well together. If you have a guiding principle set up, if you have a decision, you can go back and say, does this add to our value principles or supported? Everything is consistent as you're moving forward.

When you're in project mode, things move quickly. And sometimes, you don't have time to really spend a lot of time talking about things that are a way to have a quick reference guide and be sure you're on target and not going on a tangent is useful.

This requires that you learn the value proposition, why people are engaged in RETAIN of your partners and your own agency. It's understanding what motivates them. What is in their enlightened self-interest how I like to say that why they're there is important.

Because then you begin to understand and see where everything fits together. And next slide. You guys are pioneers. You're in a high-profile project. And you have had an opportunity to come together in a way that's different. Not seen a grant like this before.

And just taking the risk to put something forward is huge. I wish in Virginia, we've had the opportunity to be a competitor. We didn't even get into the race to apply. I salute you for the ability to put a very successful program together in your state.

I also recognize that state leaders or other people experienced. I'm hoping what I'm talking about today aren't simply blinding questions of the obvious to you that there is some value in these particular statements.

But I'm taking sort of a common sense approach. Things I have learned over time. And from some of the mentors, I've been very blessed with very great mentors over my years and have learned a lot from them. I'm hoping some of the things we put in place will help you all.

One of the things that you're working on is developing collaborating programs and services. I find this challenging. And in '85, I saw for the first time from a vocational educator who was talking about getting special ed, voc ed and vocational to work together where she identified that it's an unorganized act by two organizations. I heard that recently from something coming out of the ODEP meetings.

And somebody else found me a new definition for collaboration. I checked with my local expert, which is the Google mini on my desk. And the second definition they provided was collaboration is a traitorous cooperation with an enemy.

Which I thought was a little drastic. I've had experiences like that in my career where we were trying to put people together, organizations together where I was trying to create the collaboration and others didn't think I should be doing it quite as

strongly.

But over time, the opposition went away. I thought the definitions were telling. What you're doing is difficult. The old cliché, if this was easy, someone would've already done it is true. Take stock of the fact it's a challenge that is in front of you and I salute you for rising to the challenge.

Some of the new members into existing partnerships. You work with partners for a while and understand each other. Communication is important. And that's going to be a theme I talk about throughout this thing is the importance of communication in a lot of different areas. And I think it's up to you.

>> We are going to pause now for another poll question and have you rate your understanding of retain partner programs and services. You could put up the poll question. We would like you to select some of the other options from understand them all very well or to understand them fairly well, understand some more than others.

If you could fill in your responses now. Okay. Let's take a look at the results. So what we have in terms of the personal understanding of retain partners programs and services, 6% understand them all very well, 56% understand them fairly well. 22% understand some more than others and 17% say that they wish they knew them better.

So Dr. Ashley, I'm going to turn it back to you to talk about assessing current partnerships.

>> JOE ASHLEY: Thank you. I appreciate that. So one of the things, as you're assessing your current partnerships and you heard the variety of responses. And I'm glad that a majority of you feel like you know your partners fairly well or really well. I think that the key here is, do you have a clear program vision for retaining the supported by all of the partners? Start with your basic goal in mind, what you're trying to accomplish.

And something that can be articulated up and down the chain in various, in all of your organizations. And you've already identified how effective you think your partnerships are, but I think it's time, in what I call the pause, sit down and actually have a conversation about that. To say how well are we doing?

And in terms of how well do you know your partners? I think this discussion gives you that opportunity. And we're going to talk a little later about some strategies on how that might be accomplished.

I think this is critical how well the partners know your program. Because it's important that people understand each other and that you feel like your partners know what you have to offer. Part of the reason for taking time to think about this from my perspective is when the grants were written, there's probably somebody grant writing somewhere, somebody else else recruiting partners and may not have known everybody as strongly as they do now.

What's in the grants about the services and opportunities being offered by a particular organization may be different from what's on the ground as you're facing the star of your pilots.

It may be that you know there are other resources or services that your program has to offer that you think might be a benefit to enhance the attainment of the retained goals. And I think, as well, you may see now that you've been in the middle of this or getting ready to start your pilots, maybe another program has something to offer that you weren't real sure about when it was written in the grant. But now, it was very clear. Maybe we need to be thinking about how to ask them if there's a resource that they could make available because it's enhancing the program. Something like assistive technology, ergonomic assessments, vocational evaluators. That might be located in a rehab setting.

Just a lot of different things that might seem clear to you that another program has that would be useful.

>> Dr. Ashley, we have a participant who has raised her hand.

>> JOE ASHLEY: Okay.

>> If you could unmute the participant. If you want to go ahead and ask your question right now. Okay. Can you.. Can you hear us? Okay. We will go ahead and go back to it. If you could mute Sharia, we'll get her question from her and ask it later.

>> JOE ASHLEY: Okay.

>> Go ahead and proceed.

>> JOE ASHLEY: Forging new partnerships. So the nurturing of buy in. I think that's a critical piece for your projects that keep your partners all moving forward is an ongoing process. It's not a one and done. It's, I like to think of it as something you have to do early and often to be sure that you actively participate in that process of encouraging the buy-in.

So I think taking a look at meeting structures both within the RETAIN grant but other groups that might be supporting of the project should have some way of understanding what the value proposition is, your vision statement. Those kinds of things.

So you're looking at creating messaging that tells a story up and down the line. All of you, some of you may report to commissioners or secretaries. And are they involved? Are they supportive of the grant? Do you have buy-in from them? I know the Governor had to sign off on these. So somewhere, some high levels. Continuing to nurture that involvement and engagement in a positive way. And the messaging is one of the ways to do that. And messaging needs to be consistent but tailored to the particular audience. And I think right now as you're getting ready to start your pilots, it's time to start thinking about these success stories. I had the opportunity to be the director of the vocational and vocation program field programs.

It wasn't a big program, about 350 staff, about 40 offices, 25, 30,000 clients in a year. What we were doing, secretary wanted weekly reports. We had questions, and we had data answers. That didn't seem to be satisfying them. We started collecting success stories. We picked things like mental health, substance abuse, in some cases, it was spinal cord injury and brain injury.

And we would get our counselors to write up outcome stories to people who were doing well who we had placed into employment. Or other kinds of things they had done and kept those on hand. It helped boost the morale of the staff and at the same time, we were able to put them up into the secretary's office. They understood the value of the program to the individuals. When they came out of trying to be prepared to the questions that we got. And we had other opportunities to implement that when we starts early ahead of time before we saw our first client. Having a plan to do that. We're just making sure that we could put a face on the services that were being provided to help say this is why this is valuable to patients and clients.

One of the things I put down was engaging new partners. I would say to you, this would also be appropriate for reengaging partners that seems to be wondering or have actually left the project when they started.

And I think it's a pretty simple process, really, when you're trying to think about this. I think the first step is looking at what the service gap is. What is needed that the partner has? And then taking a look at as business case. What is the value proposition of the organization that you're appealing to to participate? What's in their enlightened self-interest? How is it going to help the organization and their clients? And then, how does this fit in with RETAIN. It has to be stated, I think, in a business case if you're approaching people.

You're also going to look at an approach strategy. Because it's sometimes not just calling up a particular person and making the call. It's, I also have done the recruiting champions. If you know somebody and you have a champion in that area or who knows the organization, they could advise you. I call it the small p politics. They could advise you on what might be the best way to approach a particular organization and the best people to do it and how they like their information packaged. I'm a student of decision making processes within organizations. And I like to put things forward and away that gets people faster to the yes that I'm looking for. And part of that is if I'm going to go talk to somebody and I want them to do something for me, I need them to be very clear on the business case why they want to do it.

And then, at the same time, put it into information the way some people only want to see the data, some want to see a story that talks about how it's useful to their clients or what would be

the benefit to their program if it's a business, I would also include how it could help their bottom line.

Trying to think about how they view information, how they use information. And that's how I'd like to package things. And you have to be able to articulate that proposition from them. And I think the, I've got down here organizational culture and the last thing on there was what I was trying to get to.

Sometimes, they're frustrating for people. I shared one of the commissioners I worked for and I both like cliches. And one of them he said, and the easiest job to do is somebody else's. And I would say to you that the easiest business process to put into policy is somebody else's. I wish they could do this. If they would only do it this way, it would be better. What I mean by respecting the business process is and organizational process is at some point in time, that process made sense in a business or in an organization or an agency.

Now, whether or not they spend time saying we do that because that's how we've always done it, it's hard to say. You have to respect the fact that's how they do that now. And this can often be a timing issue. And in that process, if you're in grant work, there is a sense of urgency. These projects have time frames that are, time frames that are just right now or last week would have been better.

And I think the other people may not have that same sense of urgency that you're dealing with and they may take two weeks to make a decision. May take three weeks. One of the things we had to do in our own state, one of the projects that had a tight time frame. We assign people to the contracts folks and somebody to the fiscal folks.

And they went down and created a one-on-one relationship with the individuals and they eventually started helping us figure out how to get things through the system faster or solve a problem that had to go, we would say, downtown, which means down to overseeing state organization. And they can tell us a different way to do it or to package it that would be useful.

So we began by respecting that process and then learning how the decisions were made so that we could be more efficient in how we did business and speed up our processes ourselves.

>> MONA KILANY: Now we're going to talk about building strategic partnerships. But first, we want to ask you a poll question. If we could put up the poll question, it is how well do you think your partners understand your program's purpose and services related to RETAIN. The response options are, understand this very well, understand this fairly well, some understand us more than others, and I wish they knew us better.

So if you could take a moment to respond to this question. Okay. Let's take a look at your responses. So we have about 14% of you say that they understand us very well. 29% say they understand

us fairly well, 43% say some understand us more than others and 14% say I wish they knew us better.

>> Okay.

>> Thank you. So we are going to talk about how well our system's working together.

>> JOE ASHLEY: I think what we're going to talk about here is thinking about how to get all of those responses up in that they understand us very well concept. One of the things, if you're looking at how well your systems are coming together, you have to step back and take a bigger picture look sometimes. One of the things I would suggest, you need to understand your system you're working with, their outcomes. What are they being held accountable for? In their big picture organization. And then, it's time to look at how the systems their system requirements overlap with the retain. I was a recent career pathways grant for individuals with disabilities. We had contracts with the local workforce boards and a couple of places in Virginia.

And in that process, one of the workforce board directors. Convening and having convening discussion. They said, why don't we have a systems alignment meeting? We'll talk later about how some of them made better. Some of the things we ended up having to do. We needed to look at what each person was being held accountable for where is the common outcome measures? What people are doing that fits into RETAIN easily? What might not be close fitting as others? Do you have state level meetings? Do they include your partners when they have a state level meeting? Do you have local meetings that have state involvement from the state leaders? These are all things that understand the bigger picture once you've got that done. One of the things we develop on our workforce grant was an executive steering committee, we had directors and other folks and state level leaders, as well. And it became a hot ticket. People wanted to come, well, not everybody. Most people wanted to come to this meeting even if their project was no longer engaged in the event.

We put things on the agenda that they wouldn't hear other places. We had our state liaison on the calls and giving us an update. We had staff saying here's what we're doing. We gave also, would ask questions of this group about how we might approach. We have this thing we're not sure how to make it happen in your area.

Are you making presentations at each of the system's convening bodies? Each of the help organizations probably has a board involved and you probably have major stakeholders that you would want to include in this process. You might be able to get an invite to a state workforce development meeting is going to have a public comment to make a three minute. Thank you for your support. And what you're thinking of when you're doing this, you're beginning to build a case for turning the project into a program.

It takes a little bit of time to do these things. What

we're really talking about here is building for the future. So you need a systems alignment plan or an integration plan so that your systems will be better able to operate.

You're getting ready to, you're going to learn a lot very soon in these pilots. One of the things you have the opportunity to do now is look at the statements you made RETAIN and make sure every business agency man to man these days or women, has a strategic side. Businesses have these.

If you can get some statements that go into the strategic plans that are often five-year plans or some of them might be updates, then you're putting RETAIN in those plans. You may have already done this. It's something that a lot of people already do. I want to bring it up.

It's critical to that long-term look when you're building for the future. Because often resources follow the strategic plans. So if you get it in there now that we're developing this program, here's why we're developing it. One of the things we've done in a couple of our grants, we've had three different grants and each one, we were trying to accomplish an objective to getting people with disabilities using the Social Security work. And all three of us, different grants, put an objective in the grant itself and then, we were also putting it in the plans from the other organizations, the state plans.

To accomplish a particular desired outcome, which is more people using one of the work incentives. And everybody was moving towards that goal, we all took different parts to the same to address the problem. But we did it as a group. It made a huge difference in the outcomes.

We went from 1,444 to 1,888. Now, I can't say it's because we did that, but I'll take credit for it. But I think the key here is looking at those strategic plans, see what you can do about putting folks, putting things in there. I know several of you had integrated resource teams as some of your strategies. And off of our DPN and DEI movements, we had some of the workforce board executive directors make sure that got put into the combined state plan. It wasn't even the folks running the grants. They did it in the combined state plan. That's being monitored and resourced. And it's the service option within the state system.

How are your management structures working? Are they working for you? These were ideas put together during a quick grant writing procedure. Are we engaging the right people? Are there others who say you need to do these programs and keeping them informed? Is the CQI process we have in place going to give us the information we need quickly enough to be, so we can change the pilot if we need to and communicate that up and down the line. So what I suggest and what I mentioned earlier with the, on the workforce grant was the system alignment meetings.

And we literally had a facilitated discussion. In fact, several of them, several facilitated discussions. Where they had other issues. These were all convened by the workforce agency. And it was a BR grant. We all had a similar goal. And it was more about the bigger picture system coming together. And we literally took the time to have each group here is the eligible for our program. In this case, the four titled with NWIOA. And grants in the system would be there, as well. What people do for retain help the bigger goals of their picture and address a bigger issue it's possible to figure out how it fits into the organization already has. I've been in a lot of discussions since 2000 around integrating the **WORG** force system, the conversation was different in the last several years. By having a facilitated discussion, and if you have points that are pain points within your organization, or within the process of implementation, those things could be put on the table for discussion in a way that is positive and solutions focused and can be helpful.

That's a good strategy in the pause. It really does cement this is, does help select each of the organizations that are participating. One of the things, I was looking over what you all are tasked to accomplish and there are some public/private partnerships there. Somewhat new to some of our partners. And public/private partnerships, I'm hoping your states are better than ours. Our system was not a fan of soul source contracts. If it ends up soul sourced, it could take time to get it through the system. That's just an example of people needing to communicate clearly, here's the issue I'm up against, here's what I'm going to have to do. And it may take a while, I'll keep you posted on what's going on. I may need additional information from you. We had private entities, and they're not exactly people or groups that were on the state procurement list. So we had to do a lot of things to make that happen. But they were in the grant and we wanted them to be the provider it was one of those things a bit of a challenge. And it's something that we had to communicate regularly within so everybody was moving in the same direction and understood where the delays were going to be.

Sometimes, each system has a word that means two different things, two different systems. Using your various management team meetings to have discussions about the progress that's going on where the delays are, pain points. Back to you to take it away.

>> MONA KILANY: Great. We have about 15 minutes left. I'm going to summarize the key take aways briefly and as I'm summarizing the take aways, feel free to type uroquestions into chat box or raise your hands. In terms of the take aways, we want you to take time top review your partnership. You also want to ensure that each partner has the opportunity for why they are participating in your retain program and to restate that commitment to the retain program as you

move through your project. You also want to take some time to determine any partner or service gap that you might have within your retain project and continue to create outreach strategies to engage new partners.

It's also important to collect success stories as you go along and develop a strategy to disseminate the success stories to your partner organizations or stakeholders. And you might want to consider making consistent and tailored success stories for each partner. As you're going through your project, you want to continue to review and assess the capacity to support all of your partners and their stakeholder involvement throughout the project so they continue to be engaged.

The organizational leadership from the retain team and your partners must be engaged to ensure that they continue to understand retained value proposition all throughout the process. And you want to take the time for systems alignment and integration to maintain your success. You want to make sure that the retain goals are included in all of the partner strategic plans and you want to invest the time in understanding that the retain vision is in alignment with partners' organizational goals. We have a little over ten minutes left. And I want to open it up for questions for Dr. Ashley. As I said, feel free to put your question in the chat pod.

And as we have questions, Dr. Ashley, I wanted to ask you if there is kind of the suggestion, a recommendation as it relates to kind of the frequency of assessing the systems alignment and the continuous quality improvement of the partnership.

There's kind of a frequency of how often teams should be doing this?

>> I would say with projects that we got, you're moving pretty fast. So if you can get some time carved out to get a good structure going, I think a quarterly review as you're winding up, and you wouldn't want to do it as intensely in the system alignment means we did with the workforce across the workforce partners for our pathways project.

We did three of those meetings spaced over about a nine-month period. And it really, you would come back and people had different questions or they tried something and they wanted some fine tuning on it or they were able to discuss how it would be useful or what might be more useful.

>> MONA KILANY: Great, thank you. Do you have any suggestions for meeting structures and communication strategies with retain partners?

>> JOE ASHLEY: When we were putting together, the first mentor I had on a grant, she put together a meeting structure that was at the top level of what we call the executive steering committee. It was the decision maker that had to sign off on, deputy superintendents. When they met twice a year and we would go in and

give them an update on what we were doing and the progress being made just to keep them in line, then we had the program manager level that were meeting quarterly on that particular grant. And we would spend a lot more time in those meetings being sure things were on target when it came time for continuing. That was a program starting in 1985 and going today. When it came time for resources, we had done enough meetings with the high-level folks and we did some special meetings with the same steering committee with a little broader representation. People put resources on the table to continue the program. I followed that model a lot these days with an executive level and management level structure of the meetings. It helps engage in understanding the progress that's being made. But they also understand the challenges. It's amazing how many challenges we had, had a solution we didn't know about. That was a good strategy I've seen work in project implementation.

>> Great, that's really helpful. We have a question on, we want to know a little bit more about how we can use success stories to improve partner engagement.

>> JOE ASHLEY: I like to use outcomes. If you're helping people clarify things. You look for things that reflect that a group is involved. When you would tailor that particular message differently, I think, for each of your audiences. Might be we conducted to assess a particular area in manufacturing business. Let's pick something. And we found that we could make accommodations several places to help people do the work and increase opportunities for many people. You might talk about increasing opportunity for employment. You might talk about it as a way to address a particular need of a specific individual.

You would tell the story about how you use a resource to achieve a goal of the particular program. You take that information and you take it up the line, you might, you get yourself invited to a high level meeting. Put a face on the action that, what's on the paper.

I think I skipped over the stretch bullet. But if you've got folks that are stretching, there might be someone else covering a case load that's a little more intent than it would have been normally because of their coworkers often involved. If you go and tell the story about how your retain project is helping people achieve something, it helps people understand what they're contributing to is a bigger picture outcome. You've got a goal and a result from a particular, I hope that helps.

>> That does. That does. Okay. Just a reminder that if you do have additional questions to go ahead and put it in the chat pod and we will keep building these for Dr. Ashley. Looks like we have a question. Do you have any experience bringing together health care partners in terms of understanding workforce related programs?

>> JOE ASHLEY: Well, yes, I'm trying to figure out which

one's the best. We did some work in working with youth autism. It's creating internships for individuals in high school that have autism in our case is what we were focused on. And we went into the hospital. Several hospitals here in Virginia to do this. We had to teach the hospitals about this training program or this internship and why it would be important to them and how it's important to the young people and the hospital ended up hiring the first six that we put in there with them. They made sure they understood the value to the hospital and the value of these individuals what they could offer to the hospital. And getting themselves to see the importance of that. We did some work.

One of the things I was in charge of at one point in time or had a level of responsibility in was we were asked to go in and create a work, workers' comp, some programs working with OPs and PTs out of one of our facilities and family. It was a little bit different discussion. And how does this medical approach fit into a workplace situation?

And so we were doing presentations, we were actually having people come in, it's more of a hands on demonstration of how here's what we're trying to accomplish. It's the kind of thing you have to show rather than just tell people about, I think. Working to get them into a place where they can see how what you're asking them to do in the workplace can make a difference or what it is. It's an actual demonstration in a workplace, I think is how you would do that. A training program, if you can show in a training program, how the work that's being done fits into that training program. Make it more about the client and the outcome and the service provided to show them where it fits.

A lot of what we were doing with assistive technology and ergonomics is stuff that would come out of some of the medical professions. But for them to see it actually in place and being worked into a training program is the kind of thing they say, oh, yeah, that fits to what we're trying to accomplish.

>> MONA KILANY: Great. I think we have time for one more question.

>> JOE ASHLEY: I think I stumbled through that one. I'm sorry.

>> MONA KILANY: No, it's fine. We have one related to respecting partner business processes.

>> JOE ASHLEY: That is a good question. It's more of a process that we would go through when we were trying to try to get things done fast. We spent time. We figured out if we didn't take the time to spend time and develop a personal relationship, we'd actually assign staff to do this to do this with people.

In one case, with our IT people, we brought them into a meeting because I needed them to do some data stuff. We were developing a vocation, return on investment model. That required wage

model. And we needed them to stretch a little bit to pull the information in. And it was going to take them away from other jobs they had. And we P spent time pointing out how it was going to tell a story. They understood it was important other than us telling them to do that.

>> MONA KILANY: Okay.

>> JOE ASHLEY: It's about helping them understand that bigger picture.

>> MONA KILANY: Great, Dr. Ashley. Appreciate your answer to all of the questions. And your time today. We are putting the evaluation for today's webinar in the chat box, and thank you for joining us all on today's webinar.