

SURVIVAL OF ORGANIZATIONS ... AGAINST SOCIAL INCLUSION - RESULTS IN QUALITY OF LIFE FROM OR FOR EMPLOYMENT

1. - FRAMEWORK OF ORGANIZATIONS

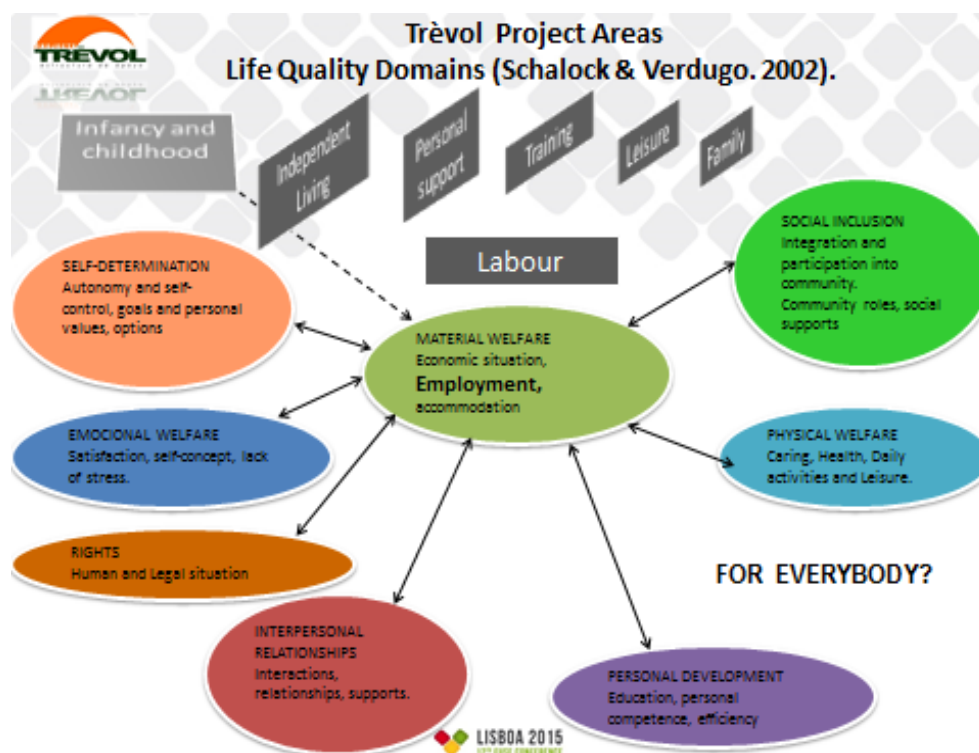
Quality of life. Organizational practice issues

Schalock and Verdugo identify eight dimensions of Quality of Life as well as propose indicators and items for evaluation. The dimensions are all the factors that make up personal well-being, while indicators are defined as perceptions, behaviours or conditions relating to these dimensions and reflect the well-being of a person (Schalock, RL; Verdugo, MA2007).

Within the dimension of material welfare, employment appears as an indicator of this dimension. It is clear that having a paid employment gives those who have it, at a greater or lesser extent, the ability to acquire and manage property. But also for itself, employment is a key element for obtaining personal results in other dimensions of the model, such as Personal Development, Self-Determination, Interpersonal Relations, Social Inclusion and Emotional Wellbeing.

In fact, there is a continuous interaction between the development of different dimensions, so that the personal results achieved in some dimensions will affect in the others. So we can see in the figure below

Fig. 1



Referring to the dimension of material Welfare and specifically the indicator of employment, as the rest of dimensions, directly or indirectly they will impact on the achievement of results in this area of vital development of the person.

From an eminently practical perspective, one can easily understand that the material wellbeing of a person will influence its choice, and the development of self-determination will allow people with disability a better decision-making with a view to the proper performance at work. The same applies to the dimension of rights, social inclusion, interpersonal relations and all the other dimensions, but we cannot make a distinction between each other.

This is so because we, people, are not a set of watertight compartments, but an **Integrated whole** in which all vital areas impact on each other.

From here, to manage a set of programmes from employment and for employment of people with disabilities always means to go further and make the leap from the processes of support in training, preparation and performance of a job to focus in the person as a whole.

But the focusing on the person as an integrated, global entity, has many implications for the organization and encourages us to go further. When the immediate goal is not employment, understood as carrying out a job in a company as part of a specific production process, but the development of a person, the whole person, in all its aspects, the organization has to question itself at least three things.

- First, can we work with more severe levels of disability, people with extensive support needs, opening new prospects for these people in all areas of life including employment?.
- Secondly, must the organization redirect its mission to provide support to those who a priori, it is clear that may not hold down a job in our labour market? The answer to this question is now vital because it is directly related and conditioned to the third question.
- Thirdly, with the current labour market situation, offering few jobs that require increasing capacity and versatility for people who have to carry them out, as an organization, what people are we going to direct our support services to ?. To all? And if not all, where and why will we make the clean break?

Definition of Intellectual Disability

If we analyse the current definition of intellectual disability, we find the answer to these questions.

Intellectual disability is characterized by significant limitations both in intellectual functioning and in adaptive behaviour (conceptual adaptive skills, social and practical). A key aspect of the current definition of intellectual disability is that limitations usually coexist with capabilities (*Schalock et al., 2010, p. 1*). The support needs of a person reflect a limitation in performance as a result of their ability or disability, and the characteristics of the contexts in which this person interacts and that has to work. The provision of the necessary supports

improves that interaction. "So if some suitable personalized supports are kept for a long period, operation in the life of the person with ID will generally improve"

According to all that has been said so far, it is neither acceptable not to address our attention to all persons, and nor setting watertight compartments, where people receive some or other supports previously established from a collective parameters. Let's not forget that the same definition highlights the fact that an important purpose of describing limitations is the creation of a support needs profile, therefore, the supports must be individual.

This necessarily means developing working models that do not meet the financial and organizational systems established, and each organization will have to determine the route to follow to support all people in all dimensions. We cannot give up these challenges.

2. THE SUPPORT STRUCTURE

Once arrived here from Trèvol Project, we understand that our mission as an organization is: "To develop the work systems that will ensure the achievement of personal outcomes for people with disabilities in all dimensions of Quality of Life model", so that and only to the extent that these results will materialize, we can talk about organizational quality management. We therefore believe that the indicators of quality of management performed by our organization are those found in the particular personal results that people with disabilities reach with our support structure.

Our response

From Trèvol Project, addressing this situation has been conducted simultaneously combining actions in very different contexts, so that convergent changes will occur towards the generation and use of opportunities for inclusion and participation in the community, regardless of the effort this involves, as *the inclusion, contribution and freedom and conflicts and difficulties generated in its search, are worth in themselves* (O'Brien, J.2003), for each and every one of the persons referred individually .

The expected result of this action is to provoke attitudes of openness and acceptance to the possibilities of people with disabilities based:

- ✓ On a certain belief that considers the capabilities and potential of all people without exception
- ✓ But also in the fact that the difficulties arising from disability are elements to consider in the inclusive process to be designed and not insurmountable barriers.

The expected result should be seen at the microsystem (immediate social contexts such as the family, the home, the peer group and the workplace); the mesosystem (neighbourhood, community service agencies and organizations that directly affect the microsystem); and macrosystem (cultural and socio-political ... trends) (Schallock, RL; Verdugo, MA 2003).



The person with disability in P. Trèvol

To seize the opportunities of inclusion and ensure the maintenance of these attitudes, we have to bear in mind the actions to be developed with the same person with disability. If inclusion has value in itself for all people with significant disabilities, we must necessarily be realistic with ourselves, with our colleagues at work and with the families.

Our management, if it has to achieve the development of each and every one of the dimensions of the model and must include all people with significant support needs who join Trèvol Project, has to get results in different indicators, regardless the particular situation of every single person. This is because when we introduce the individual Variable to the person as a particular person, we force ourselves to look at our time management, how long are we going to need to make that each one of these people get their wishes?

According to the definition of the authors of the model, *the quality of life is a desired welfare state that: (a) is multidimensional; (b) has ethical -universal- and emic properties -linked to the culture-; (c) has objective and subjective components; (d) it is influenced by personal and environmental factors.* (Schalock, RL; Verdugo, MA2007), our management is to develop the entire set of actions that will make people with significant disabilities and other developmental problems experience a satisfying feeling about their own life, personal results testable product, materialized in the various dimensions that make up the construct of Quality of Life.

Turning for this the environments in which the person develops in facilitator contexts for inclusion, through the generation of technological and professional supports, but mainly natural, but also changing the perception that person has of herself or himself and its possibilities, empowering them to it, becomes inalienable protagonist of his/her own life; within a framework of respect for the person, their values, beliefs, culture ... In short, our management has to ensure that each and every one of the people develop their life project, a particular project, not transferable; it doesn't matter how elaborate or objectively ambitious the project may be. What matters is that it is not predetermined by others.

Specificity levels of the Mission

Above we have already indicated that our mission was to "develop work systems that will ensure the achievement of personal outcomes for people with disabilities in all dimensions of quality of life model"

The support structure system managed by the Trèvol Project distributes all actions to be developed with and for people with disabilities and their families, in different areas covering various aspects of development of the life of the person and their needs. As these areas have their particular mission focused on the different dimensions of quality of life model, their interaction is continuous, generating a process of continuous development and enabling people with disabilities to obtain personal results almost immediately. On the one hand, we have the intervention areas from which all actions are developed for and with people with disabilities and their families, whose **mission is to generate direct**

and indirect, necessary and sufficient supports required by people with disabilities to achieve their aspirations in terms of quality of life, both for personal results in the different dimensions of the model. Being more precise:

- Area of Independent Living: in the dimensions of social inclusion, material, physical and emotional wellbeing and interpersonal relationships, rights, personal development and self-determination model of quality of life.
- Work Area: the dimensions of material welfare, social inclusion and personal development
- Training Area: the dimensions of personal development, rights and indirectly the other dimensions
- Leisure Area: in the dimensions of emotional, interpersonal relationships, self-determination, social inclusion.
- Family area: the dimensions of interpersonal relationships, personal development,
- Personal Support Area: in the dimensions of emotional, interpersonal, physical, self-determination, social inclusion
- Area of infancy and childhood: the dimensions of emotional and physical wellbeing, rights and interpersonal relationships.

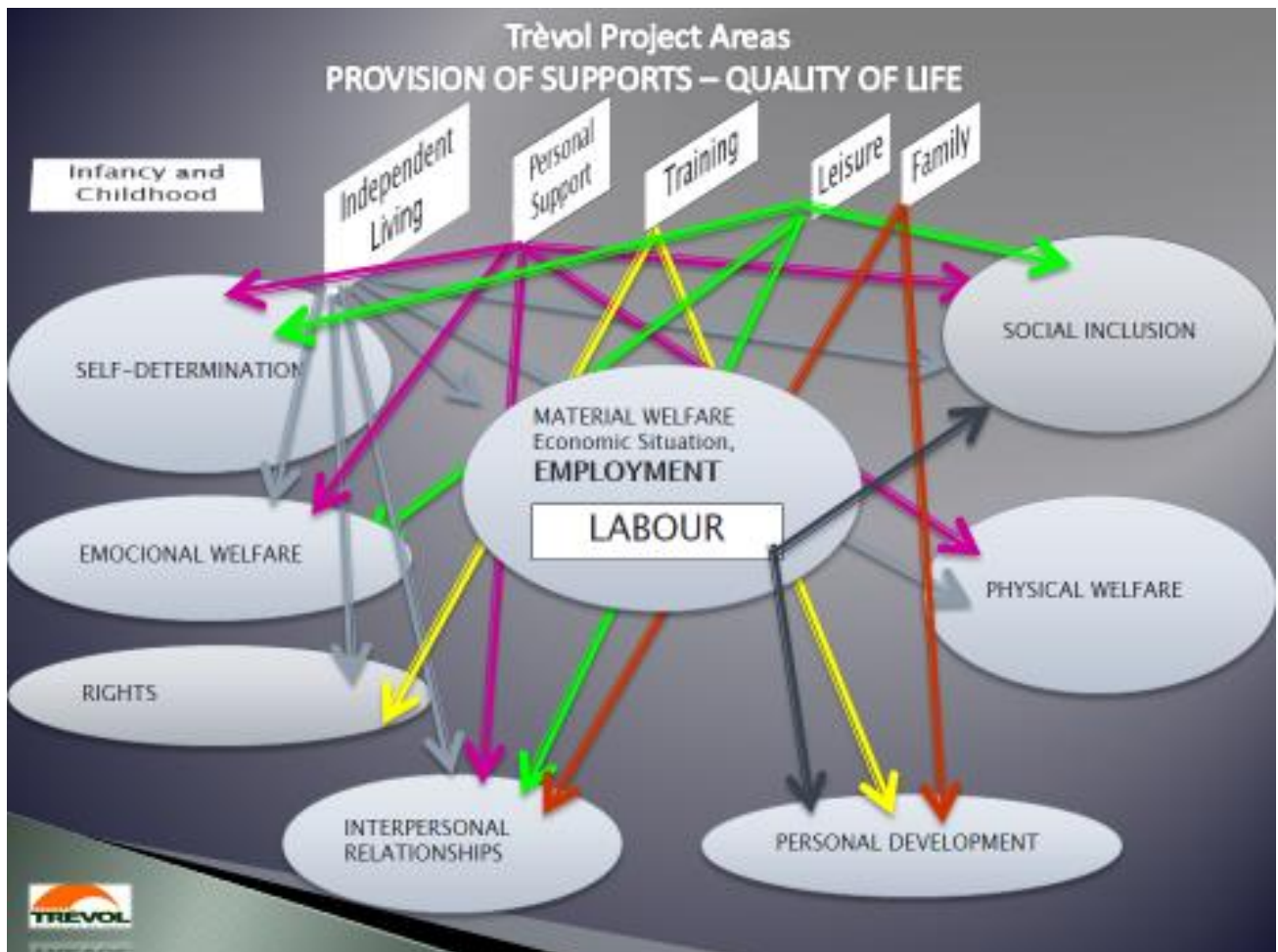
And on the other hand, **the areas of Strategic Management** with the mission: **to provide the resources and infrastructure necessary to generate direct and indirect, necessary and sufficient support, disabled people need to achieve their aspirations in terms of quality of life.**

- Quality Area: To ensure the effectiveness and efficiency of services.
- MK and communication area: create opportunities for the development of the quality of life of people with disabilities, transforming / eliminating the psychological and cultural barriers in society
- Internal Human Resources Area: providing the necessary human resources and sufficient in the appropriate way to meet the objectives of the organization. Within the Human Resources we have the Volunteers and "Natural Supports" whose mission consist of: facilitating the effective participation and inclusion of people with disabilities from within the society itself, while ensuring the sustainability of the support system.
- Management Area: Ensure documentation and administrative organization to ensure the maintenance of the material, human and organizational infrastructure.
- Accessibility Area: to ensure the accessibility of services to all citizens of the region, we here refer to the journeys, and seek, to drive them where they need and also we refer to the accessibility to information and communication of people with disabilities to new technologies. Since accessibility to all that is needed is essential to develop the quality of life of people, this area is becoming more important and it focuses on very different aspects.

If we add the Fig. 1, showing the interaction of all dimensions to employment to the mission in each of the areas, we understand up to what extent the interaction of all areas in the intervention on all dimensions inevitably results in the ability for employment of people with disabilities.

The solid lines in Figure 2 indicate the mission of each area, and the discontinuous the interaction among the domains.

Figure 2





Elements of the organizational support Structure

PROJECTE TREVOL is a brand that is being built on four different associations

1. The association of municipalities which is the Association of Municipalities of Vall d'Albaida: having financial responsibility for the project and therefore also assumes the recruitment of technical staff. It consists of 34 municipalities. Two municipalities outside the region Vall d'Albaida have joined this association so that its neighbours can use the Trèvol Project.
2. The Trèvol Association, whose members are relatives and the same users with intellectual disabilities. It is declared of public interest because the Trèvol Project serves all people with disabilities who come, whether or not members of the association.
The Association, namely the board, is responsible for making decisions, approve or disapprove proposals proposed from the technical team on the development of Trèvol and / or programs.
3. The Lovert Association (Trèvol inverted), that is through which self-advocacy program is developed.
4. The Association of Friends of Trèvol Project, whose members are all those individuals that are not directly linked to people with disabilities but still want to support, assist and promote the programs. This association allows the incorporation of society (the macrosystem) within Trèvol Project. Thus opening and creating opportunities for people with disabilities is provided both directly and indirectly, through this support to programs.

People with intellectual disabilities and their families and associates, form different associations because we understand that they have different roles. While people with disabilities and / or their families are the ones entitled to claim the services they require and decide what values must lead the management, the Association of Friends constitutes the value of social projection that will enable the achievement of these goals, bringing their concerns, initiative, collaboration, possibilities ..., but unable to define or to tilt in a different direction from that determined by the persons with disabilities themselves and / or their families.

The technical team proposes and designs the strategy to be followed by all component parts, changes in the organization and implementation of programs, the Mk or external communication, quality, voluntary ... All this is designed with the aim that people with disabilities and their families can gradually achieve more results in quality of life, and always with methods developed in inclusive settings. All actions, not only everyday routines, but

also decisions affecting the development of Trèvol Project are proposed to the Board of the Trèvol Association, who makes the decision, asks for or seeks further information. After taking the decision it is proceed as follows:

- If it affects the programmes it is developed directly by the technical team.
- If the assistance of the Association of Municipalities is required, the relevant reports are issued to be managed by the Secretary of this association or approved by the Governing Board.
- If applicable to other associations then the Board is summoned to meet and decide and manage their participation.

Figure 3



3. THE KEYS for GETTING RESULTS

a) Actions aimed at environment

Among the actions directed to the environment is, first, all external communication strategies or marketing. This is: creating opportunities in the environment, transforming cultural contents and removing social barriers. Among the strategies that must be completed are regular contacts with government agencies, the permanent presence in the social environment, the creation and dissemination of a corporate image that permits identification of the objectives of the organization linked to a high level of professional qualification. This will generate political commitment with the organization and its goals, social leadership of the organization in the community, which will allow to make changes toward people with disabilities and confidence in those who use their services.

There are also natural supports and volunteering. Their presence in the social environment of the neighbourhood, business, family ..., is the best Mk strategy you can employ, and in addition, provide us social necessary leadership to transform not only the nearest society to the disabled person but also the furthest (the macrosystem).

b) The community as an environment where programmes must be carried out.

In the working system we propose, training places and infrastructure that we develop are the same that society has created for the whole population. These environments themselves provide an impressive amount of behavioural models with appropriate social behaviours; provide constant training of behaviours in the same social context where they are needed; always provides the opportunity to try again, as often as necessary; facilitate the processes of generalization and contribute to the sustainability of our organization, because it is the community itself who finance and maintain by itself, not us.

The particular situation of each person and his/her adaptation to different ordinary environments in which it is to participate, is confronted by a specific assessment of the abilities of the person, but also on the characteristics of the context and the necessary and available support for the person to function properly in this context, with the limitations. "A model of support system aligns the specific support provided to reduce the difernces between the capacity of the individual and the demands of the environment, thus improving human functioning and quality of life of the person" (Schalock 2013). Adjusting support needs with available assistance, that is provided from the specific programme or service granted to the individual, so he or she reaches desired personal results (Person Centered Planning), the training takes place in standardized situations of real life.



c) The very life as an essential learning tool, the same for everyone

Thus, the learning processes and the role-playing are standardized as much as possible following the same steps that occur spontaneously in learning by imitation that occurs naturally in the standard settings, for people without disabilities.

It's about "top-down" learning processes where the supports enable people to achieve the desired end of a task, and not through a process that requires years of training but through context supports. In these tasks, the person with disability contributes more or less according to his abilities but is always actively involved in its implementation, sharing and learning through methods of "modelling and / or chained" more or less steps to complete it. In this way small or large developments are gradually reducing the intensity of support as the person is reaching higher levels of autonomy.

In the ordinary teaching process in open environments, the intervention plan is often not strictly prescribed, since at a large extent, it is dictated by the activities carried out (training, employment, leisure, independent living ...). Environment variables almost always determine what are the necessary skills to function in it, and from here, the support that the person will need to cover those skills that she or he can't do.

With this method modelling processes are multiple (different people in constantly different contexts) and the accompaniment is intense as it is done not only by the staff but also, on many occasions especially by their colleagues and by natural supports, with which the person with disabilities better identifies with.

For example, no one is trained to use cutlery as a prelude to dining out on the weekends with friends, or go to a restaurant in town, where space with other customers of the bar is shared. What is done is that when someone joins a group of leisure first arrive at the restaurant, or grocery store, or the job, usually peers more veterans act as role models and the technical manager develops support process providing the necessary support to the individual, progressively demanding greater autonomy.

Also, if necessary, the physiotherapist or technical engineer in a job, for example, perform an analysis of the movement that the person has to do, and will instruct the technician on how to perform these movements or what support should be given; the same way a person can learn to go shopping independently years after having gone to buy with support (or may never learn this at all), but could be able to collect the shopping that his/her natural support has done in the shop.

Usually in an ordinary environment different skills are required simultaneously and are worked simultaneously in the manner described.

Finally, behaviour modification processes and positive behavioural support to disruptive behaviours are established.

You learn to cross the street crossing it, and, like that, all the skills that make people's lives are learned as they are being performed. This not only embodies the progress of these people, but also affects changing the expectations that others have about the capabilities and abilities of persons with disabilities (micro and mesosystem) generating new opportunities that will facilitate further progress.

The inclusion in the community as a principle and openness to the needs of people with disabilities and their families, makes people with disabilities to obtain the desired personal outcomes, in the same chronological stage of life that people who make up society in which they participate, without increased cost or investment that is made for a person without disabilities.

d) The creation of networks of personal support and individual support structure.

To develop this system of "top-down", each person has a support team consisting of a coordinator (case manager) responsible for the entire network of technical and natural supports that must act, this support team works from individual support plan (PAI). To develop individual support plan for each person, with a view to achieving their personal results and thereby achieve greater autonomy, and consequently the sustainability of the system, we must integrate the resulting information from a standardized process of needs assessment support of each one individually, in their personal process of individualized support planning (PAI).

In our case we use as a measure the SIS. "The Supports Intensity Scale (SIS) JR Thompson et al., Say As Thompson et al. (2010) "We must understand that there are supports that, in certain circumstances a person may never go away and should be understood as an end in itself, to improve participation and quality of life of the person with disability. However, there are also supports that help to increase and optimize the learning of the individual, so that improvements in performance and individual performance in daily activity are achieved in daily routines.

In developing the plan to support the person with disability, the family has a prominent role as part of the support team and other people that they can choose that want to participate as props.

Finally, evaluation of the effectiveness of the programme is done through personal results that the person is reaching and reflected in the ability to develop more autonomy, more and better social relationships, decide on his/her money, what is intended to, even if he or she doesn't know the value of money (so for example he or she may decide to buy something that would be equivalent to a working week, two cafés, or other things that he or she does know and thus can identify their value).

All programmes affect different life quality domains; the progress of a specific person on personal performance in these dimensions, we will indicate us whether the work done with him or her is appropriate or not, and so on for all.

If the job is suitable, the person will develop and support needs will change, so it is necessary to assess the impact of what we do.

It should be noted that the whole process takes place within an inclusive environment.

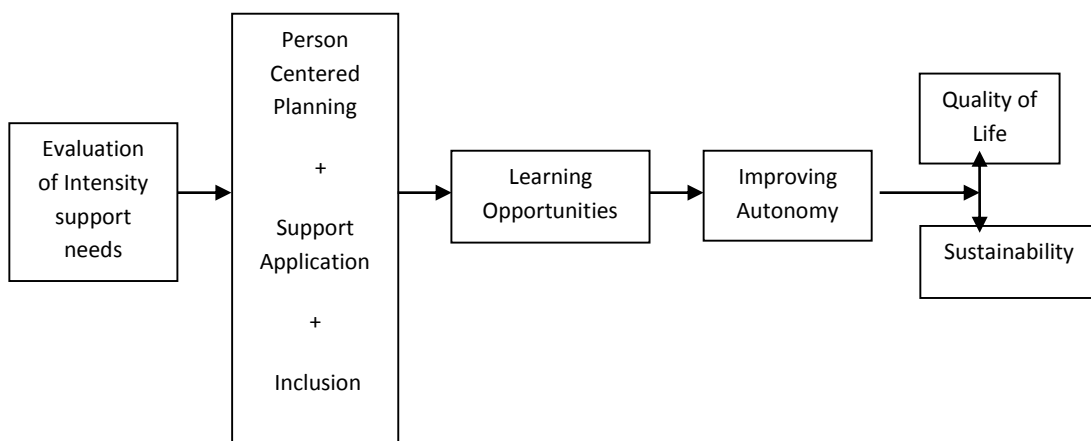
SUPPORT STRATEGIES <u>exemplary elements and components of a support system</u>	
(Schalock 2013)	
Item (support)	Examples
Cognitive	Assistive Technology and Information
Prosthetics	Sensory Aids and mobility devices
Skills and knowledge	Task analysis, functional analysis of behaviour ...
Adaptation of environment	Ramps, braille, buttons, counters and adapted spaces, adapted transport, adapted texts and signs ...
Incentives	Recognition, appreciation, money, individual support plan self-directed community involvement.
Personal characteristics	Skills and knowledge, positive attitudes and expectations.
Natural Supports	Networks support, community inclusion ...
Professional Services	Physical therapy, speech therapy, medical, psychological, psychiatric, ATS.
Positive Behavioural Support	Functional Assessment of challenging behaviour, teaching appropriate behaviours
Policies and practices of the Organization	Alignment work organization of professional staff, reducing turnover, the establishment of a "person of reference" for each customer ...
Policies and practices in society	networks between agencies, public image campaigns ...

e) The concept and dynamics of change:

This generates a feedback process that will inevitably push us to a continuous transformation, in an endless loop of action-reaction. The evaluation of the results and their analysis is the subject of all actions on quality and leads to a constant process of change necessary to correct unwanted or insufficient action of the action taken effect.

The services that are to be offered through the different programmes are designed on a "Logic Model" (WK Kellogg Foundation, 2001)

Figure 3



The management of human resources serving the capabilities of individuals, is distributed to the people based on what they can contribute to the achievement of results, providing high motivation since this facilitates professional development as well as an internal mobility constant. Since no one is located in a particular area of work, the sense of belonging is not developed to a particular group but to the organization. Since the organization is focused on achieving concrete results, the evaluation of these results contributes to an improvement process, and in this process changes are assumed to be necessary. These changes may include: task changes, location in the offices and therefore direct peers.

Finally, as the organization moves to the place where the people with disabilities is in the community, staff mobility is part of the daily dynamics and leadership is delegated, so that responsibilities are exercised in each place directly and immediate.

In this concept of work, change is conceived as something natural, planned and necessary, and a proactive attitude towards innovation is developed, because all efforts must be directed to obtain results with people, eminently dynamic entities in dynamic contexts and constantly evolving and changing.

4. RESULTS

a) Funding / cost as needed. Effectiveness and Efficiency

Clearly the cost of services is determined by the intensity of support and the extent to which these supports are not present in the community, as a general rule we can say that the more extensive and complex the needs are, the higher the cost of support.

However, the distribution of the population indicates that there are fewer people with more difficulties, while the number of people grows as the difficulties are diminishing. By adjusting the attention to each and every individual there is a reduction in the costs of the organization while each person receives those supports they need, whether many or few, allowing people to get the results they want by their own contest possibilities and supports they receive.

b) Diversification, empowerment

Similarly variability occurs in the set of services when each of the offered services, fits the needs of the individual. For example the implementation of the programme of independent living, or what is the same the provision of support for a person, do not look the same if we are talking about a person with great dependence, without intellectual disabilities, who lives and wants to live with family and work, or if we refer to a person with intellectual disabilities without work and mother of two children, one with intellectual disabilities and one without disabilities.

This variability and adjustment of services gives people the ability to claim and choose what to do and how to run their lives.



c) Citizen Involvement and participation, social standardization

The fact of incorporating civil society itself within the Trèvol Project enables the opening to citizens to understand and relate disability as normal, but is primarily the use of standard spaces which ensures an ongoing relationship, positive normalizing in both directions, between the disabled person and his environment and vice versa.

This relationship opens doors for citizen participation of persons with disabilities and incorporates standardized roles and behaviours.

d) Partnerships and networks

The continued action of people in the community and the organization in the media and in different forums opens the door to the establishment of networking with different people and organizations and building partnerships to work together towards a common goal.

e) Profitability and Social Justice

We understand by profitability the ability to produce benefits that exceeds the investment or effort

Of course in our case we do not speak of the possibility of generating-cash benefits but of being able to generate more services for the purposes of covering more aspects of life and to more people, diversifying support for each of them, which certainly favours the development of social justice, We understand that what is fair in a rule of law is that people have their needs met.

f) Excellence

Consider personal performance measured and verified, as a measure of management evaluation requires us to establish continuous improvement plans based on objective facts, gives us a common vision of where we want to go as an organization and mission that we comply.



g) Service and authorized Centres

AUTHORIZED CENTRES

- OCCUPATIONAL CENTRE TRÈVOL
- SHELTERED HOUSE TRÈVOL
- EARLY CHILDHOOD CENTRE (pending)

AUTHORIZED SERVICES CONSELLERIA SOCIAL WELFARE:

- VOCATIONAL SERVICE OF SUPPORTED EMPLOYMENT
- SERVICE OF INDEPENDENT LIVING WITH SUPPORT
- SERVICE OF EARLY CHILDHOOD, EDUCATIONAL INCLUSION AND FAMILIAR THERAPY
- SERVICE OF LABOUR INTEGRATION AND QUALIFIED FORMATION
- SERVICE OF PERSONAL SUPPORT AND PSYCHOLOGICAL ASSISTANCE
- SERVICE OF HOME HELP AND PERSONAL ASSISTANCE
- LEISURE SERVICE
- SPECIALIZED INFORMATION SERVICE IN ACCESSIBILITY MATTER

h) Results in numbers

Employment	<ul style="list-style-type: none"> • 442 contracts in the open market • 64 Permanent contracts • 182 Contracts in Sheltered employment
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Formation	<ul style="list-style-type: none"> • 394 People in Internal Vocational Training • 84 People in adults permanent school (aprenentrevol.blogspot.com) • 2 People in High School • 10 People in External Vocational Training • 13 People in Continuous Training
Leisure (18M/47 V)	<ul style="list-style-type: none"> • 915 tours / six months • 12,706 Km • 125 different activities • Impact (12 people of average/activity = 1500) Here, are not included weekly breakfasts, theatre workshop breakfasts, and daily breakfasts and coffees
Housing	<ul style="list-style-type: none"> • Independent living 14 / 4 people living alone • Home help service 8/4

i) Competence Free?

With all this we must start to consider, if the end result should not be primarily people with disabilities, otherwise their families, who must be able to choose and claim to organizations and government agencies, the services and quality that they must offer them.