

# TRANSFORMATION PLAN FOR PROVIDERS



## Background

The [Minnesota Transformation Initiative Technical Assistance Center](#) (MTI) was created with funding from the Minnesota State Legislature to help reduce reliance on subminimum wages and expand customized, integrated employment for people with disabilities – especially intellectual or developmental disabilities – across Minnesota.

Employment means:

- Full-time, part-time, or self-employment (with or without supports)
- On the payroll of a competitive business or industry
- Pays at least minimum wage, but not less than the customary wage and level of benefits paid by the employer for the same or similar work performed by workers without a disability

Since the spring of 2022, MTI has supported 8 providers in their work to end the use of sub-minimum wages and increase employment outcomes for supported individuals. Six of the eight providers were in greater Minnesota; two were in the Twin Cities Metro area. People are getting access to employment and day support services they did not have access to before as providers change their service models and offer new services. These providers are still able to support everyone they provided services to at the start of their transformation work. They have all developed plans for a sustainable business model that does not rely on sub-minimum wages, and none have expressed concern about their ability to stay open and viable.

MTI has supported 14 additional providers across the state to increase customized employment for the people they serve. Every year, more and more organizations are making sure that people are paid at least the minimum wage.

You can watch the [videos of their success here](#).

## What does this look like?

At the start of Technical Assistance (TA), the TA team does a “site visit” with the provider to meet with the project team, tour their sites/offices, interview stakeholders, get a sense of agency culture, and identify strengths and opportunities for transformation.

The TA team uses the research-based [10 Elements of Provider Transformation](#) to identify the strengths of the organization and goals/areas of focus for an action plan for transformation. The 10 elements outline the key action items that are part of a successful transformation plan, including:

- Identifying clear, consistent goals
- Developing an active, person-centered job placement process to support people to find and maintain customized, integrated employment.
- Outlining a communication plan that details the messaging that will be shared with each stakeholder group
- Reallocating and restructuring resources (including buildings, vehicles, staffing) to build up new or existing services while phasing out others
- Training staff to provide new services or provide services in new ways
- Engaging with the local business community and community partners
- Establishing performance measurement and quality assurance metrics to track progress and outcomes
- Integrating changes within other services areas of organization, when applicable

Following the site visit, the TA team works with project team to develop an individualized action plan, including training and TA needs. Based on their strengths and opportunities, MTI works with providers to create a plan that will support their organization to transition away from using subminimum wages and increase employment outcomes for service recipients. There is no one-size fits all approach.

The provider project team meets at least monthly with TA team to share updates, discuss roadblocks and discuss the next steps in the transformation process.

The TA team is available to provide trainings to agency staff, connect the provider to information and resources, troubleshoot challenges that arise, clarify policy, etc.

Providers join a *community of practice* with other providers receiving TA to share and learn from each other.

Providers are connected to organizational peer mentors who have successfully transformed their business model and are no longer using subminimum wages. These mentors are paid by MTI.

A Peer-to-Peer mentorship program for people with disabilities transitioning to customized, integrated employment is also provided through MTI. They work individually or in groups with people who are receiving services to support them through the process of moving to minimum wages or higher.

## Moving Forward

MTI will continue to provide the following supports, which are funded through DHS via the Minnesota State Legislature through June 2026:

- Intensive and targeted technical assistance for providers
- Community of practice for providers undergoing transformation
- Organizational peer-to-peer mentoring
- Peer-to-peer mentoring for people with disabilities
- Statewide training on topics related to transformation, resource development and dissemination
- County and Tribal Nation Support

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