



Exploring the Implementation Gap: Community Living and Inclusion

Using data from the Organizational Priorities and Practices Inventory (OPPI)

Belonging, purpose, and inclusion are essential to a good quality of life. People with disabilities should be supported to live in their communities, work in meaningful and integrated jobs, and build authentic connections with others. These experiences are not only vital to an individual's well-being, but they also strengthen communities as a whole, and are human rights.

The Organizational Priorities and Practices Inventory (OPPI) helps evaluate how well disability service organizations support full community participation through inclusive, person-led practices. This domain includes indicators such as **Community Inclusion, Meaningful Employment, Person-Led Service Delivery, Prioritizing Relationships, and Natural Supports**. Together, these practices reflect the extent to which organizations are advancing equity, inclusion, and opportunity.

June's research brief highlights findings from the most recent OPPI responses, collected from 1,171 professionals working in disability services. Respondents represent a cross-section of the field: Executives (10%), Directors (19%), Managers (30%), Frontline Staff (35%), and Others (6%). While there is strong alignment in values across roles, the data point to meaningful differences in how various staff experience and implement community-based approaches. Addressing these differences is critical to building systems where people with disabilities are fully included, connected, and supported to thrive.

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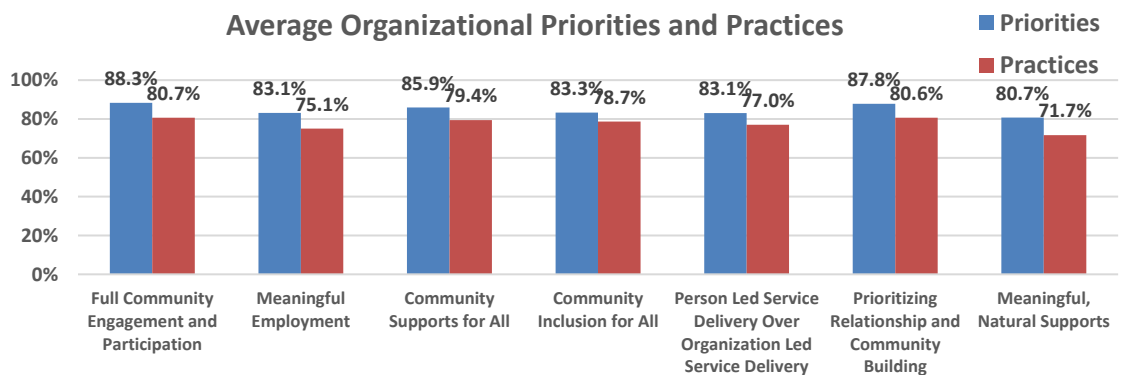
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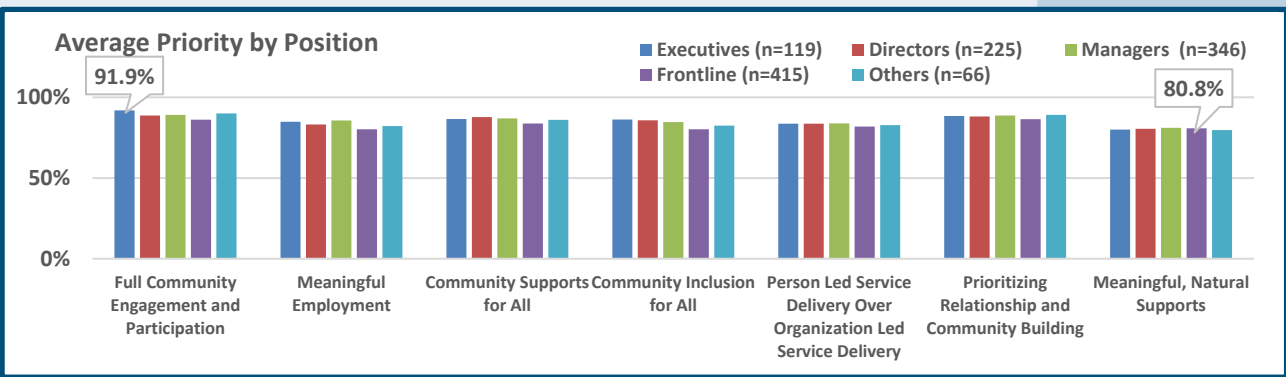
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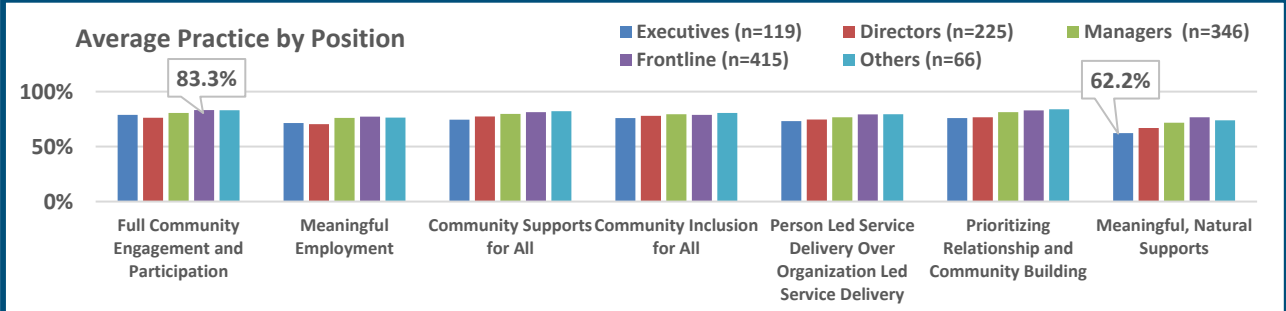
Average Organizational Priorities and Practices



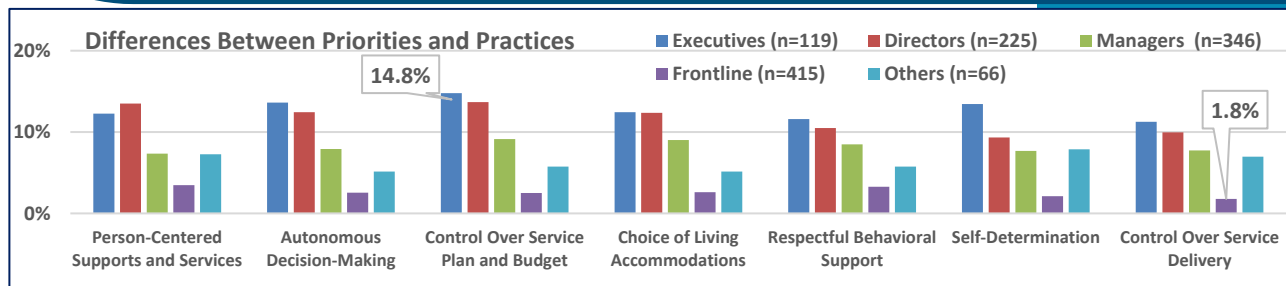
- **Across all indicators**, respondents rated organizational priorities significantly higher than practices, indicating a clear gap between values and implementation.
- **Full Community Engagement and Participation** emerged as the most prioritized practice area (88.3% priority), demonstrating a strong organizational commitment to ensuring that people with disabilities are active, visible, and connected members of their communities.
- The highest implementation was reported in **Prioritizing Relationship and Community Building** (80.6% practice), highlighting an emphasis on fostering belonging and inclusion through social connections.
- **Meaningful, Natural Supports** had the lowest implementation (71.7%) and the lowest priority rating (80.7%). This indicates a consistent challenge in facilitating unpaid, authentic relationships that are not based on service roles.



The chart above shows consistently high priority ratings across organizational roles. *Executives* rated **Full Community Engagement and Participation** the highest priority (91,9%), highlighting a focus in organizational values. In contrast, **Meaningful, Natural Supports** is the lowest-rated priority across positions (and specifically for *Frontline*, 80.8%), pointing to an area where additional emphasis and resources may be needed. Strong alignment across roles, particularly on **Community Supports for All** and **Person-Led Service Delivery** indicates a shared commitment to inclusion and individualized support. Slightly lower scores among *Frontline Staff* across several indicators may reflect differences in perspective due to direct service experience or organizational constraints in fully realizing these values.



The chart above shows variation across roles in how organizational practices are implemented. **Full Community Engagement and Participation** is the highest-rated practice overall, with *Frontline Staff* reporting the strongest implementation at 83.3%, reflecting the direct role they play in supporting community inclusion. In contrast, **Meaningful, Natural Supports** received the lowest average rating, particularly among *Executives* (62.2%), pointing to a critical gap in efforts to foster unpaid, authentic relationships. Practices such as **Community Supports for All** and **Person-Led Service Delivery** show steady ratings across roles, suggesting these approaches are gaining traction in daily operations. Lower ratings from *Executives* and *Directors* across several indicators may reflect differences between strategic leadership perspectives and the realities of frontline implementation.



The chart above shows that *Executives* and *Directors* reported the largest differences between organizational priorities and practices, particularly in **Control Over Service Plan and Budget** (14.8%), indicating a perceived implementation gap in that area. In contrast, *Frontline Staff* reported the smallest differences across all indicators, with the lowest gap in **Control Over Service Delivery** (1.8%), suggesting a closer alignment with organizational priorities in their daily work. This highlights clear differences in how roles perceive the extent to which priorities are put into practice.

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