Using Data-Based Decision Making to Implement Person-Centered Practices Across Services

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Institute on Community Integration
University of Minnesota
Purpose

• Minnesota’s Infrastructure for Implementing Person-Centered Practices & Positive Behavior Support
• Evaluation Questions, Data Collection Systems, and Stories
  • Public Health Organization Example
  • Provider Example
• State-Wide Summary of Data – First Steps
Implementing Multi-Tiered Systems of Support

Positive Behavior Support

**Tertiary Stage**
- Individualized PBS Plans
- Integrated with Other Positive Supports (PCP, Trauma-Informed Care, DBT, Etc.)
- Plans Are Monitored - Data-Based Decision Making
- Teams Monitor Progress of Each Person

**Secondary Stage**
- Early Intervention and Data Monitoring
- Additional Supports for Key Social Skills
- Function-Based Decisions
- Simple Interventions
- Mental Health and Wellness Interventions

**Universal Stage**
- Teach and Encourage Communication
- Predictable and Proactive Settings
- Encourage and Reinforce Social Skills
- Consensus-Based Team Focus
- Emphasis on Using Data For Decisions

Organizational Workforce Development
Person-Centered Practices & Planning
Positive Behavior Support
Organizational Workforce
Implementing Multi-Tiered Systems of Support

Person-Centered Practices & Planning

Tertiary Stage
• In Depth Person-Centered Plans
• Integrated Plans (PCP, PBS, Trauma-informed Therapy)
• Teams Monitor Plan Progress

Secondary Stage
• Monitor PCT Action Plans
• Additional Quality of Life Strategies
• Increase Strategies for Supporting Independence and Community Involvement
• Mental Health and Wellness Interventions

Primary Stage
• Universal Person-Centered Strategies
• Encourage Self Expression
• Self-Determination and Choice Making
• Meaningful Participation in the Community
Implementing Multi-Tiered Systems of Support

Organizational Workforce Development

Tertiary Stage
• Tailor Problem Solving for Specific Problematic Situations
• Individualize Training and Mentoring to Address Unique Settings Where Problems Occur
• Improve Supervision and Mentoring for Locations Experiencing Challenges
• Establish Matching/Hiring Tailored to Individualized Plans

Secondary Stage
• Monitoring and Early Intervention
• Training Targeted for Groups
• Targeted Strategies to Improve Specific Settings
• Simple Problem Solving for Challenging Situations That Occur in More Than One Situation

Universal Stage
• Align Policies to Person-Centered Practices
• Revise Job Descriptions, and Performance Evaluations
• Integrate Person-Centered Practices and PBS With New Orientation and Ongoing Instruction
• Use Data for Decision Making
Improving Quality of Life

Supporting Staff Behavior

Supporting All People

Supporting Decision Making

OUTCOMES

SYSTEMS

DATA

PRACTICES
Teams Involved in Systems Change

Across the Lifespan (Children and Adults) Including:

Provider Organizations
  Residential Home Settings
  Employment Settings

Public Health Organization

County Teams

Mental Health
Training Layers
• Team Training
• Regional Trainers
• Person-centered Thinking Trainers/Coach Training
• Picture of a Life Planners/Trainers
• PBS Facilitators

Minnesota Statewide Plan for Building Regional Capacity

Cohort 1
Support Development Associates Person-centered Practices Model
1 County, 3 Organizations

Cohort 2 A
St. Louis County Region (County & 3 Organizations)

Cohort 2B
West Central (5 Counties, Public Health Dept., 2 Organizations) Integrated Model
Team-Based Decision Making: Getting Started

- Form an Organization-wide Team That Represents All Stakeholders
- Assess Readiness and Buy in
- Complete a Self-Assessment
- Create an Action Plan
- Use Data for Decision Making
- Make Changes to Improve Outcomes
Organization and County Model for Planning

Leadership Team

Active Coordination

- Funding
- Visibility
- Political Support & Policy
- Interagency & Natural Supports

- Training
- Mentoring
- Evaluation
- PCP, PBS (Other PS) Expertise

Start Small and Build on Success
Example 1
Considering A Plan That Works
Larger Organizations -- One Geographic Area

Plan for Year 1
First Pilot Area

Organization Team

Key Contact

10 Coaches

Pilot Area Employment

Key Contact

Coaches

Residential

Key Contact

Coaches

Key Contact

Family Supports
Example 1
County Planning
Considering A Plan That Works

Year 1 Plan
• Strategies For Increasing Person-Centered Strategies During First Point of Contact & Other Units (Foster Care, Mental Health)
• Embed Person-Centered Practices Into Policies Across Key Units
• Recruit PCT Trainers For County
• Recruit PoL Plan Facilitators
• Recruit PBS Facilitators
Regional Capacity Building

Year 1 Plan

- Introduce Key Features Of Organization-wide Planning To Organizations
- Identify County Regional Trainer
- Identify PCT Trainers
- Identify PBS Facilitator
- Recruit An Organization To Pilot
- Co-train In Year 2
Person-Centered Practices & PBS

Institute on Community Integration
(https://mnpsp.org/training-materials/)
• Team-Based Action Planning & Data Systems
• PBS Multi-Tiered Curriculum
• Key Contact Training
• Person-Centered Planning & PBS Facilitator Training
• Regional Trainer Mentoring

Support Development Associates (SDA)
(http://sdaus.com/resources)
• Universal Person-Centered Practices
• Coaches Training System
• Person-Centered Thinking Training
• Picture of a Life Planning Training
Three Major Person-Centered Terms

1. Person-Centered Practices
2. Universal Person-Centered Strategies
3. Person-Centered Planning
<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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<tbody>
<tr>
<td>Level 1</td>
<td>Any changes that results in a positive difference in the lives of people who use services or in your own work life.</td>
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<tr>
<td>Level 2</td>
<td>Any changes an organization makes to its practices, structure or rules that result in positive differences in the lives of people. (Organization Level/Managers/Supervisors/CEO/Administrative Support).</td>
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<td>Level 3</td>
<td>Any change in practice, structure and rules made at the system level. These changes have an effect on many organizations, and therefore many peoples’ lives. (Larger State Level or National Organizational or Leadership Level Issues).</td>
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Important To Important For & The Balance Between

Management Tools

Donut Matching

Learning Logs Working Not Working

4 + 1.75

Everyday Learning Tools

Relationship Map

Routines & Rituals

Good Day Bad Day

2-Minute Drill

Reputation

Communication

Discovery/Listening Tools

Important To Important For & The Balance Between

TLC-PCP 2012 www.learningcommunity.us

Wrkbk pg 9
Universal Person-Centered Practice Examples

• **Changing Documents and Reports**
  • Edit of Language to be More Person-Centered
  • Paperwork/Documents Reflect Important To/For
  • Length of Report

• **Implementing PCT Tools**
  • 2-Day Training for Targeted Staff
  • Coaches Introduce Tools in Meetings
  • Included in Performance Evaluations
  • Tools Used While Supporting People
  • Coaches Support Staff

• **Universal PCT For People We Support**
  • Person-Centered Description for People Receiving Support
  • Action Plans Connected to Descriptions

• **Integrating Person-Centered Approaches and Tools in Training**
  • New Staff Orientation
  • Ongoing Mentoring
Positive Behavior Support
“Almost everybody I work with has ‘behavior’, including staff, that is problematic to them on a daily basis. I mean we need to not think it as [problem behavior]”

--Person Supporting People With Traumatic Brain Injury in Kansas

“It's not differences that divide us. It's our judgments about each other that do.”

- Margaret Wheatley
Universal PBS Means Building a Positive Social Experience

Everyone Works Together to:

• **List** Key Person-centered Values
• **Identify** the Social Behaviors That Reflect These Values
• **Create** a Plan for Increasing Social Interactions
• **Support** and Recognize Each Other, Help Encourage and Prompt
• **Celebrate** Success
• **Reinforce** Each Other for Using New Skills
# Person-Centered Values in a Mental Health Clubhouse

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Universal Positive Behavior Support Examples

• **Dedicating Meeting Time for PBS**
  • Case Manager/Social Worker Meetings
  • Organization-Wide Team
  • All Staff

• **Implementing the PBS Matrix**
  • With People We Support Directly Involved in Process
  • Within Meetings in Our Organizations
  • Introducing Positive Social Interactions Using Skits and Activities
  • Creating Strategies for Practicing and Reinforcing Positive Social Behaviors

• **Direct Observation of Meetings**
  • Increasing Person-Centered and Positive Behaviors
  • Increasing Mindfulness and Awareness of Our Language & Actions

• **Use of the Universal Quality of Life Checklist**
Introduction to Using Incident Reports for Data-based Decision Making in Year One
Organizational Workforce
Common Workforce Conditions

- Low Wages
- Meager Benefits
- Physical Challenges (High Injury Rate)
- High Accountability for Actions
- Insufficient Training and
- Lack of a Career Ladder
- Isolation at Work

28% - 70% DSP Annual Turnover Rate
Workforce Development

Strategies and Approaches That:

• Increase Visibility and Desirability of Positions
• Increase Viable Pool of Candidates
• Improve Individual Employee, Team, and/or Organizational Performance
• Improve Satisfaction, Safety, Tenure, and Morale of Employees
Workforce Development (Continued)

Strategies and Approaches That:

• Improve Satisfaction, Safety, Inclusion, Opportunity, Meaningful Outcomes of People Supported

• Improve Positive Retention (Good People Stay and are Satisfied)

• Support Positive Turnover Practices (Promotion/Succession of Desirable Employees)
Performance Management

- Clear Expectations Aligned With Policy & Practice
- Good Selection and Matching Processes
- Assessment of Skill & Training Needs
- Competency-Based Training & Adequate Resources
- Supervision, Performance Feedback, Recognition, Reward
- Mentoring & Learning Opportunities

High Performing Staff
Universal Organizational Workforce Examples

• Team Data-Based Decision Making
• Person-Centered Practices and PBS Concepts Embedded In
  • Position Descriptions
  • Training Materials
  • Job Hiring and Interviewing
  • Performance Reviews Teams
• Action Planning Based on Review of
  • Staff Climate/Satisfaction
  • Satisfaction of People Supported
• Regular Review of Policies and Procedures for
  • Person-Centered Practices
  • PBS
Evaluation Questions Examples of Data Using Stories of Implementation
Assessing Organizational Data

- Alignment of Organizational Policies
- Orientation Staff Development & Performance
- Surveys and Other Documentation Related to
  - Quality of Life
  - Climate
  - Stress
- Information about Other Positive Supports Used in Organization
- Quality of Life Evaluation
- Incident Reports (*Preparation in Year 1*)
- Injuries, Sick Days
- Information Related to Retention, Workers Compensation, Staff Injury
<table>
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<th>Evaluation &amp; Data Systems</th>
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<td><strong>Organization-Wide Evaluation</strong></td>
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<td>What impact did the training have on capacity building?</td>
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<td>What are the strengths and needs of the organization?</td>
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<td>How well are the practices implemented?</td>
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<td>Are the improvements in conceptual knowledge of staff?</td>
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<td>Are there changes in behavior of Staff and People Living and Working in a Setting?</td>
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<td>Are there changes in universal quality of life?</td>
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## Evaluation & Data Systems

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<th>Organization-Wide Evaluation</th>
<th>Related Evaluation Data/Tools</th>
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</thead>
</table>
| **What impact did the training have on capacity building?** | • Number of coaches, key contacts  
• Number of staff involved in implementation  
• Number of people supported |
| **What are the strengths and needs of the organization?** | • Person-centered organizational tool  
• Quality of social and physical environment |
| **How well are the practices implemented?** | • Fidelity of implementation checklist (Quarterly)  
• Onsite evaluation |
| **Are the improvements in conceptual knowledge of staff?** | • Pre/post tests for staff using DC/CDS |
| **Are there changes in behavior of Staff and People Living and Working in a Setting?** | • Direct observation of staff person-centered practices (Quarterly)  
• Direct observation of people supported (Quarterly)  
• Incident reports, restraint, 911 calls, etc. (Quarterly)  
• Organizational data (retention/tenure, etc.) |
| **Are there changes in universal quality of life?** | • Quality of social and physical environment interviews |
Fidelity of Implementation: MN Team Checklist

White Form
Team Implementation Across Positive Supports

Blue Form
PBS Subscale Items

Pink Form
Person-centered Practice Items

Domains for Overall Fidelity
- Team
- Staff Commitment
- Self-Assessment
- Action Planning
- Staff Development
- Evaluation
- Visibility
Scoring the MN Team Checklist

• Implementation Points
  – Achieved  = 2
  – In progress = 1
  – Not Started = 0

• Percentage of Items Implemented
  – Overall Total
    ✓ Number of items scored as “Achieved” divided by Total # of items
  – Subscale Scores
    ✓ Number of items in each subscale area scored as “Achieved” divided by the number of items in that subscale area
Minnesota Team Implementation Checklist (Overall)
St. Louis County Region

6/10/16
9/28/16
Minnesota Team Implementation Checklist - Overall

Minnesota Team Implementation Checklist Provider Organization

Subscale Areas:
- Team
- Staff Commitment
- Self Assessment
- Action Planning
- Staff Development and Performance
- Evaluation
- Visibility
- Total

Percent Complete:
- 6/10/16
- 9/28/16
Main Universal Activities – Year 1

Person-Centered Practices

• Self-Assessment/Action Plan Items
• Vision – Now and In Future
• Outcome Statements
  o People Supported
  o Employees
  o Organization
  o Community
• 3-Year Backward Planning
• History Map
• Applied Coach Activities

Positive Behavior Support

• Self-Assessment/Action Plan
• Consensus-Based Sharing and Problem Solving
• Social Skills Matrix
• Strategies for Reinforcing Social Skills
• Observations of Implementation
  o Person-Centered
  o Social Skills and Engagement
• Introduction to Data-Based Decision Making
Provider Organization – Residential Supports

Now

Future
Outcome Statements

• **Outcomes for People Who Receive Support:**
  • All people will lead a meaningful life.

• **Outcomes for Employees/Staff:**
  • Employees will use person-centered thinking as their first language.
  • Employees will demonstrate the core values in all areas of service delivery and in their interactions with each other.

• **Outcomes for Organization:**
  • Trillium Services will invest the time and resources to make sure it has the adequate numbers of staff trained in positive support.
  • Trillium Services will invest in their employees though coaching, mentoring, training, and facilitating person-centered thinking skills.

• **Outcomes for Community:**
  • The community embraces its role as a natural support.
  • Trillium will offer opportunities for community members to be educated in person centered practices.
Person-Centered and PBS Self-Assessment and Action Planning—Provider Example

Team Roles
• 17 Organization-wide Team Members
• 2 Key Contacts
• 12 Coaches
• 2 PBS Facilitators (in training)
• 1 Person Centered Thinking Trainer (in training)

Monthly Team Meetings (5)

Implementation Areas Targeted
• Integrate Michael Smull Method With Existing Person-Centered Practices
• Integrate PBS Tiered Model
Provider Example - Action Plan Examples

- PATH Completed With All Stakeholders
- Used Newsletter to Share Information
- Coaches are Mentoring Staff
- 4 Total PBS Facilitators in Training
- 25 Person-Centered Plans
- 1 PCT Trainer
- PATH/MAPS Facilitator Training
- Working on Piloting Matrix in Residential Setting
- Revamp Staff Incentive Program
- Implement Matrix in Pilot Areas
- Annual Celebration
- Policy Reviews to:
  - Insert Person-Centered Language
  - Remove Jargon
Minnesota Team Implementation Checklist

**Person-Centered Practices Subscale**

MN Team Implementation Checklist - Person Centered Practices Subscale

Provider Organization

- Person Centered Practices Self Assessment
- Plan for Increasing Person-Centered Practices
- Staff Development and Performance
- Person-Centered Planning (e.g., Picture of a Life)
- Action Planning
- Data Based Decision Making
- Total

% Complete:
- 7/15/16
- 1/12/17
Minnesota Team Implementation Checklist

**Positive Behavior Support Subscale**

MN Team Implementation Checklist - Person Centered Practices Subscale

Provider Example

- Assess Readiness
- Self-Assessment
- Plan for Increasing Positive Social Interactions
- Staff Development and Performance
- Action Planning
- Data-Based Decision Making
- Total

Percent Complete

- 7/21/16
- 1/12/17
Cohort 2 Team Baseline Data

Person-Centered Positive Onsite Evaluation Tool

Person-Centered Practices Positive Onsite Evaluation Tool
Provider Example

Percent Complete

Team Action Planning and Stakeholder Involvement
Universal Person-Centered Strategies
Universal Positive Behavior Support
Cultural Awareness and Competence Strategies
Monitoring Plans and Organization-wide Data for Decision Making
Support for Staff Learning New Skills
Visibility
Total

Subscales

12/14/16
State-Wide Summary of Progress Data-Based Decision Making
## Expansion of Organization-Wide Implementation in Minnesota: Person-Centered Practices & Positive Behavior Support

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017 - Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regions</strong></td>
<td>1</td>
<td>3</td>
<td>3-4</td>
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<tr>
<td><strong>Teams</strong></td>
<td>4</td>
<td>16</td>
<td>20</td>
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<tr>
<td><strong>Total Coaches</strong></td>
<td>44</td>
<td>167</td>
<td>207</td>
</tr>
<tr>
<td><strong>Key Contacts</strong></td>
<td>6</td>
<td>24</td>
<td>34</td>
</tr>
<tr>
<td><strong>PBS Facilitators</strong></td>
<td>0</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td><strong>PCT Trainers By Region</strong></td>
<td>4</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total Active PCT Trainers in MN</strong></td>
<td>46</td>
<td>66</td>
<td>86</td>
</tr>
</tbody>
</table>
Descriptive Data for Organization-wide Implementation

Statewide Organization-wide Implementation Growth Pattern Over Time

- **Teams**
- **Key Contacts**
- **PBS Facilitators**
- **PCT Trainers by Region**

Number of individuals over time (2015, 2016, 2017) for each role type.
Descriptive Data for Coaches by Region and PCT Trainers Across the State

Overall Number of Coaches by Region and Total PCT Trainers Across MN

- Total Coaches by Region
- MN PCT Trainers

Type of Role in Implementation

Number

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Coaches by Region</th>
<th>MN PCT Trainers</th>
</tr>
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<tbody>
<tr>
<td>2015</td>
<td></td>
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State-Wide Minnesota Team Checklist – Overall

State-Wide Minnesota Team Checklist – Overall
2016-2017

Baseline
1st follow-up
State-Wide Summary of Minnesota Team Checklist –

**Positive Behavior Support Subscale**

MN Team Implementation Checklist
Positive Behavior Support Subscale
Cohort 2

Organizations Involved

- Agency 1
- Agency 2
- Agency 3
- Agency 4
- Agency 5
- Agency 6
- Agency 7
- Agency 8
- Agency 9
- Agency 10
- Agency 11
- Agency 12
Cohort 2 Team Baseline Data
Person-Centered Positive Onsite Evaluation Tool

Cohort 2 Baseline Data for Onsite Evaluations
2016-2017

 Organizations Completing the Onsite Evaluation

<table>
<thead>
<tr>
<th>Agency</th>
<th>Percent Complete</th>
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<tbody>
<tr>
<td>Agency 1</td>
<td>10%</td>
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<tr>
<td>Agency 2</td>
<td>20%</td>
</tr>
<tr>
<td>Agency 3</td>
<td>50%</td>
</tr>
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<td>Agency 4</td>
<td>20%</td>
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<tr>
<td>Agency 5</td>
<td>10%</td>
</tr>
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<td>Agency 6</td>
<td>10%</td>
</tr>
<tr>
<td>Agency 7</td>
<td>10%</td>
</tr>
<tr>
<td>Agency 8</td>
<td>10%</td>
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Final Stages of Direct Observation Measure

Person-Centered Practices
Social Engagement
Positive Social Behaviors
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Direct Observation Strategy

Part 2 – Staff Members Observed

PC Practices
• Person-First Language
• Nonjudgmental Language
• Working in Alliance
• Reflective Listening Skills
• Universal Person-Centered Strategies
• Empathic Behavior

PBS Practices
• Encouraging Social Interaction
• Supporting Choices
• Reinforcing Others

Part 2 – Person Observed

• Active Involvement in Conversations/Meetings/Activities
• Engaging in Identified Social Behaviors
  1. Behavior Related to Matrix
  2. Behavior Related to Matrix
  3. Behavior Related to Matrix

• Observer Defines Part 2 Using Operational Definition Written in Advance
• Part 1 & 2 Observer Counts Number of Times Each Category Occurs Including Examples and Non-examples
• 80% or Higher in Category Is Counted as an Occurrence
Status of State-Wide Outcome Data

- Observation Systems in Place for 2 Out of 12 Teams
- Behavior Incident Reporting System Data by Region
- State and Regional Quality Councils are Working on Quality of Life Measurement
- Individual Person-Centered Plans and PBS Plans are Implemented Within Training Context
- Teams are Working on Organization-Wide Data Collection Systems
  - Provider Organizations Preparing to Improve Incident Reporting Systems
  - Retention-Tenure Data are Assessed
  - Surveys and Quality of Life Data are Assessed
Challenges Associated With Model

• Natural Tension – Each Practice is Equally Important While Training Time is Limited
• Higher Complexity in Trainings
• Cultural Differences Are Sometimes Amplified Across Practices
  o Use of Language
  o Terms and Overlapping Use of Terms (Coach, Levels of Implementation)
  o Emphasis and Importance of Key Concepts
• High Degree of Trainer Collaboration During Initial Launch
  o Content Development
  o Aligning
Thanks for Your Time!!!

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Universal Resources

**Minnesota Tools** – www.mnpsp.org
- MN Team Checklist
- Quality of Social and Physical Environment
- Person-centered Organizational Tool
- MN Direct Observation Tool
- Workforce Development-12 (Formulas for Retention, Tenure, etc.)

**Person-Centered Thinking**
- SDA Toolbox - http://sdaus.com/resources

**Other Resources**
- Organization-wide Resources From the University of Kansas – www.pbskansas.org
- Missouri Department of Mental Health Tiered Supports- http://dmh.mo.gov/dd/TieredSupportSummit.htm
Presentation and Additional Tools Are Available!

Presentation
https://new.apbs.org/conference

Additional Tools and Resources
https://mnpsp.org/training-materials/
Impact Newsletter

Resources From Dean Fixsen and Colleagues

Implementation Research: A Synthesis of the Literature
• http://nirn.fpg.unc.edu/resources/implementation-research-synthesis-literature

The National Implementation Research Networks’s Active Implementation Hub

• Home Page: http://implementation.fpg.unc.edu

• Modules and Lessons:
• http://implementation.fpg.unc.edu/modules-and-lessons
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