Organization-Wide Person-Centered Practices and Positive Behavior Support –

Mental Health Organizational Example

Implementing Multi-Tiered Systems of Support

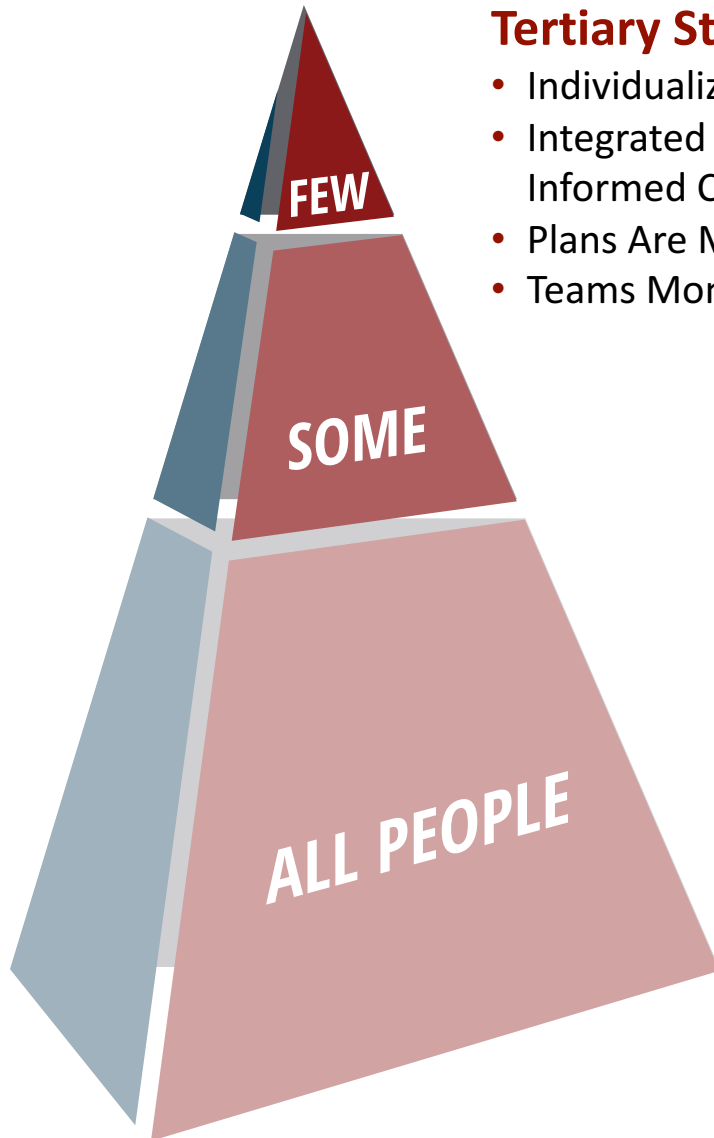## Positive Behavior Support

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

FEW

SOME

ALL PEOPLE

Positive Behavior Support

Person-Centered Practices & Planning

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
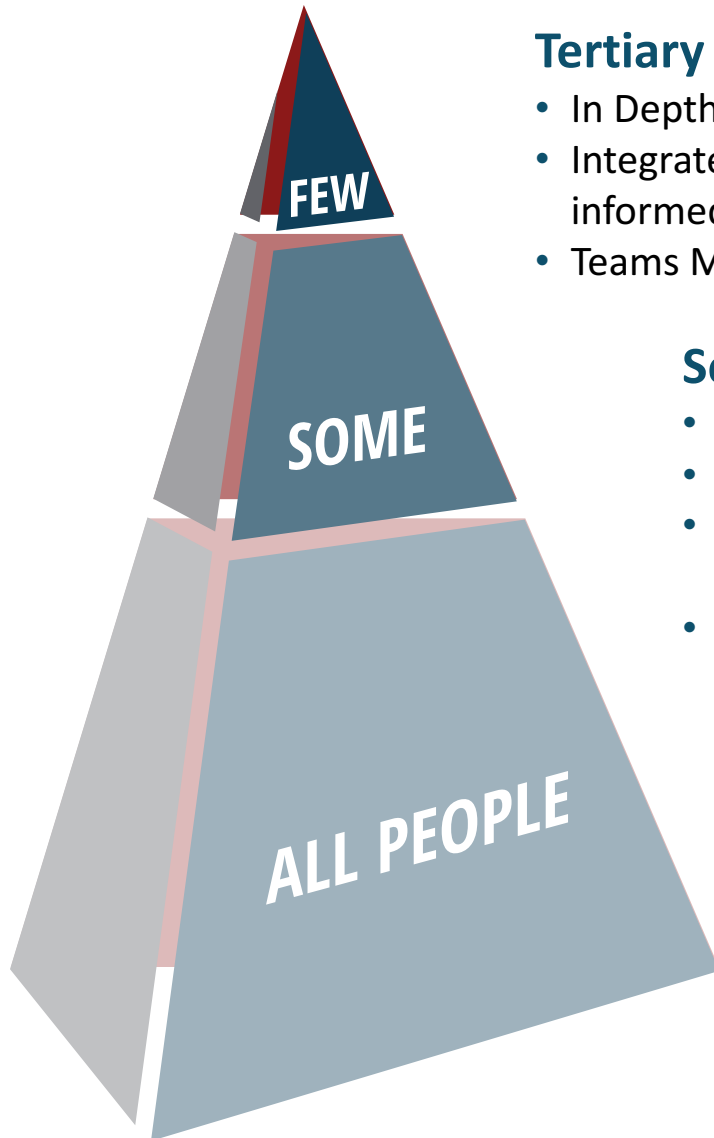- Mental Health and Wellness Interventions

Primary Stage
- Universal Person-Centered Strategies
- Encourage Self Expression
- Self-Determination and Choice Making
- Meaningful Participation in the Community
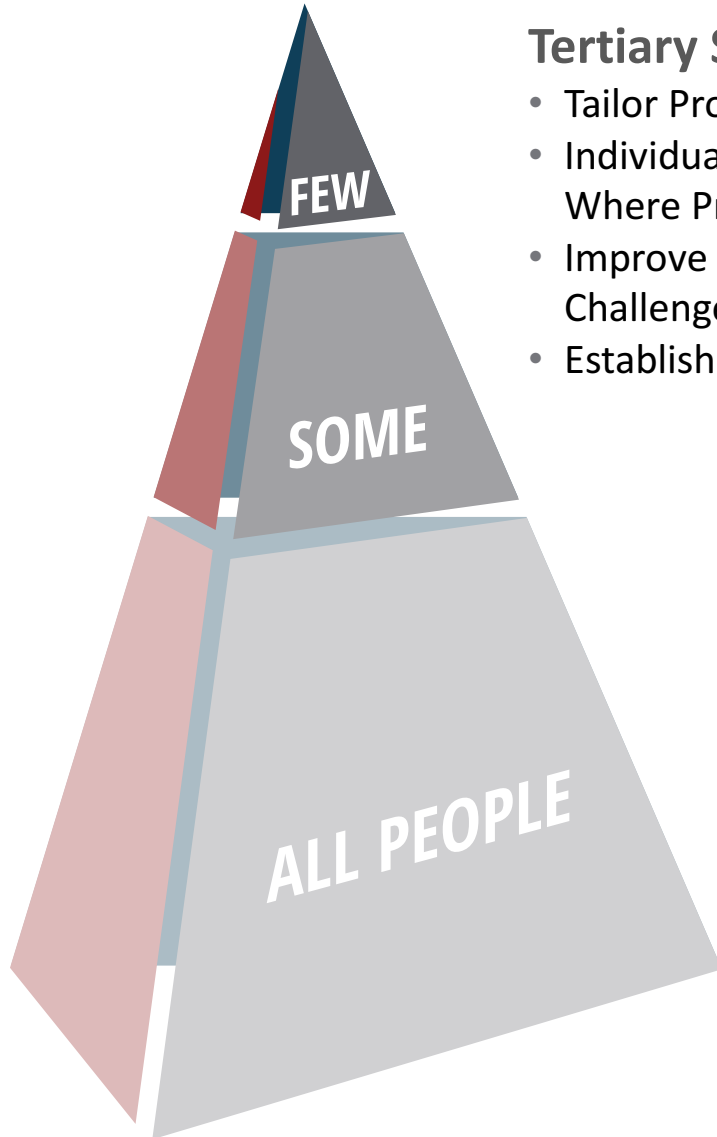
Positive Behavior Support

Person-Centered Practices & Planning

Organizational Workforce

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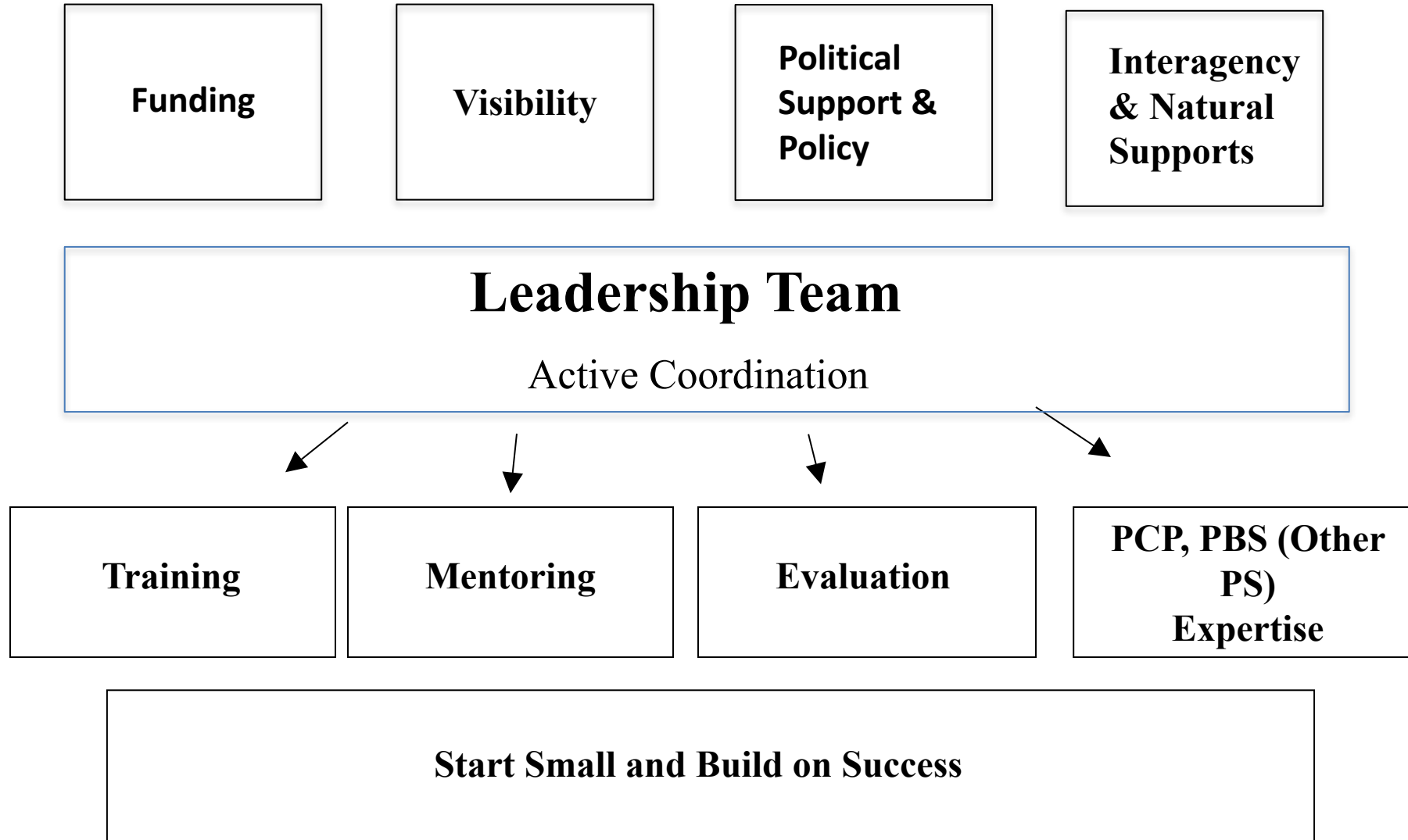
Universal Stage
- Align Policies to Person-Centered Practices
- Revise Job Descriptions, and Performance Evaluations
- Integrate Person-Centered Practices and PBS With New Orientation and Ongoing Instruction
- Use Data for Decision Making

Positive Behavior Support

Person-Centered Practices & Planning

Organizational Workforce

Organization and County Model for Planning

Funding	Visibility	Political Support & Policy	Interagency & Natural Supports

Leadership Team

Active Coordination

Training	Mentoring	Evaluation	PCP, PBS (Other PS) Expertise

Start Small and Build on Success

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

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

Main Universal Activities – Year 1

Person-Centered Practices

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

MAKE THE WORLD A BETTER PLACE

WORK

Housing

SCHOOL

Quality Of Life

Positive Behaviour Support

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

Outcome Statements

People Supported

- The people we support will direct their care, choice of treatment team members, and their goals to live a self-defined life of success and wellbeing

- The people we support will invite their family, friends, community members, and other supports to join them on their life journey

Employees/Staff

- As individuals, we feel confident with Person-Centered Thinking, are sufficiently supported, and trusted to take action

Outcome Statements

Organization

- Our organization will embrace and promote a culture of Person-Centered Thinking

Community

- Increase awareness of overall wellbeing by creating more equality between physical and behavioral health through education, integration, Person-Centered Thinking and Positive-Based Interactions

Range Mental Health Center's Outcome Goals for Person Centered Thinking

Outcome Statements For The People We Serve

The People we support will direct their care, choice of treatment team members, and their goals to live a self-defined life of success and wellbeing.

The People we support will invite their family, friends, community members, and other supports to join them on their life journey.

Outcome Statements For Employees/Staff

As Individuals we will feel confident with Person Centered Thinking, be sufficiently supported and trusted to take action.

We as individuals will feel safe and valued to voice our opinions and concerns while working on the common goal of Person Centered Thinking.
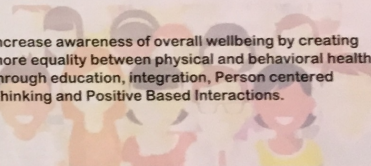
Outcome Statements For The Organization

RMHC will embrace and promote a culture of Person Centered Thinking.

Outcome Statements For Our Community

Increase awareness of overall wellbeing by creating more equality between physical and behavioral health through education, integration, Person centered Thinking and Positive Based Interactions.

Now

Future

Examples of Action Plan

- Improve staff satisfaction questionnaires
- Review Job positions and assess "What Works/Doesn't Work" as team
- Coaches share PCT Tools with Colleagues
- Restructure treatment plans for person-centered language
- Schedule 2-Day PCT Training for Staff
- 2 PBS Facilitators
- Send staff to Picture of a Life (3)
- Establish Person-Centered Profiles
  - Executive Team Staff
  - CSP
  - Merritt House
  - Staff Outpatient
- Implement universal PBS in the Clubhouse in Two Locations

**Person Centered
Thinking Corner**

**What is
Person
Centered
Thinking?**

Person Centered
Thinking (PCT)
underlies and guides
respectful listening
which leads to actions,
resulting in people who:

-Have positive control
over the life they desire
and find satisfying

-Are recognized and
valued for their
contributions (current
and potential) to their
communities and

-Are supported in a web
of relationships, both
natural and paid within
their communities _____

Identify the Area the Team Will Start Building Positive Social Interactions – Mental Health Clubhouse Example

Two Mental Health Clubhouses

- Created a Matrix as a Guide & Shared With 2 Other Coaches

- First Meeting Naturally Scheduled to Manage Clubhouse
  - 28 People Use the Clubhouse
  - 2 Staff Members
  - 4 Coaches Attended

- Coaches Used Flip Chart Paper and Organize Into 4 Groups With a Coach Facilitating Each Group

- Coaches Start by Facilitating What Works and What Doesn't Work at the Clubhouse

- Group Identified Times of Day That Are Important and Completed

- Group Shared Results and Then Identified What Person-Centered Values & Social Behaviors Are in Place When Clubhouse Works Well

- Next Meeting Plans to Discuss
  - How to Practice and Celebrate Success
  - Creating Visuals in the Clubhouse as Reminders
 - Establish a Monthly Value That Receives Attention, Practice etc.

# Person-Centered Values in a Mental Health Clubhouse

Keep Steph!

		Times of Day		
		Free Time	Outside Activities	Clubhouse Meetings	Coming to the Clubhouse for the day
Person-Centered Values	Respect of Each Other	Judgement-free zone, Treat each other like you'd like to be treated	Smoke in designated areas, tip your servers	Be aware of other people and how they react to different things, Be respectful when others are speaking	Be kind, Respect others property
	Take Care of our Space	Clean up after yourself	Be friendly, don't leave a mess for others/be neat	Develop teams for getting more difficult chores done	Recognize/respect the work involved in each task
	Volunteering/Helpfulness	Share ideas, Develop planning committees	Help other people stay on time and with the group	Create and post a meeting agenda for all to get involved, volunteer for fundraisers and activities	Sign up for chores and try to rotate what you do
	Working Together	Take turns doing chores, Be aware of your volunteer hours, Develop teams for getting chores done	Be friendly	Number of volunteer hours each has is individual and if you choose to share that number, that's your option.	Be prepared for your day, have your own personal items with you (for example; money, cigarettes, etc.)
	Having a positive attitude	Support one another, honor people's uniqueness	Be friendly, be polite	Get involved with meetings by adding things to the agenda	Follow the Clubhouse rules and remind others if they need help
	Positive Communication	Saying please and thank you, Respect humor, Only share things with people that you are comfortable sharing	Be aware of how you are using your words, be sensitive to what other people may like	Develop teams to do non-preferred chores	Ask for help when needed, Speak kindly to others even if you have to remind them of something

Note: The table header "Times of Day" spans the four time-of-day columns. The leftmost column label is "Person-Centered Values" spanning all value rows.

	Times of Day	Free Time	Cleaning Up	Lunch Time	Fundraising	During Outside Activities
V a l u e s	**Respecting Each Other**	Respect another's privacy, Understanding differences	Offer to help each other, talk to each other kindly if something isn't working	Push in/pull out chairs for others, Ask if help is needed	Everybody can do something, break bigger jobs into smaller parts	Respect each other's preferences, follow the rules, watch out for each other
	Having a Positive Attitude	Be aware of your environment, Be aware of how other's are feeling	Respect people's differing abilities, Get involved	Talk to people that you may not otherwise talk to	Help out where you can, participate in Clubhouse meetings and offer suggestions	Appreciate the moment and activity, say thank you to those who plan activities
	Working Together	If there is nothing to do, get together and decide to do something, Clean up after yourself	Offer to help each other with the bigger tasks	Clean up after yourself, allow people time to finish eating before cleaning up/try not to rush people	Develop committees to break down the bigger jobs	Be friendly, clean up after yourself, be neat
	Positive Communication	Respect boundaries, have compassion, use humor respectfully	Ask for help if you need it, offer help if you see someone needs it	Use manners (please and thank you), thank the people who cook and serve you	Plan more fundraisers, talk about how to plan them at Clubhouse meetings	Be polite to the public and each other
	Volunteering	Welcoming new members, help others to particiapte more	Try out different tasks, try not to always do the same things	Pay attention to what chore/cleaning needs to be done	Volunteer for what you can, attend Clubhouse meetings to learn of and present opportunities	Help other people stay on time and with the group
	Support for Each Other	Offer to help, share computer time, only share things with others that you are comfortable sharing	Take turns doing tasks, develop teams for getting bigger cleaning projects done	Help out where you can - 2 people can do a job faster than 1	If someone or a committee needs help, offer assistance	Be friendly, get involved in planning activities

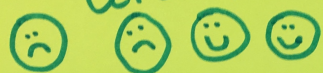# Clubhouse Participants Created Thank You Notes and Give Each Other Recognition and Thanks When They See Examples of Values
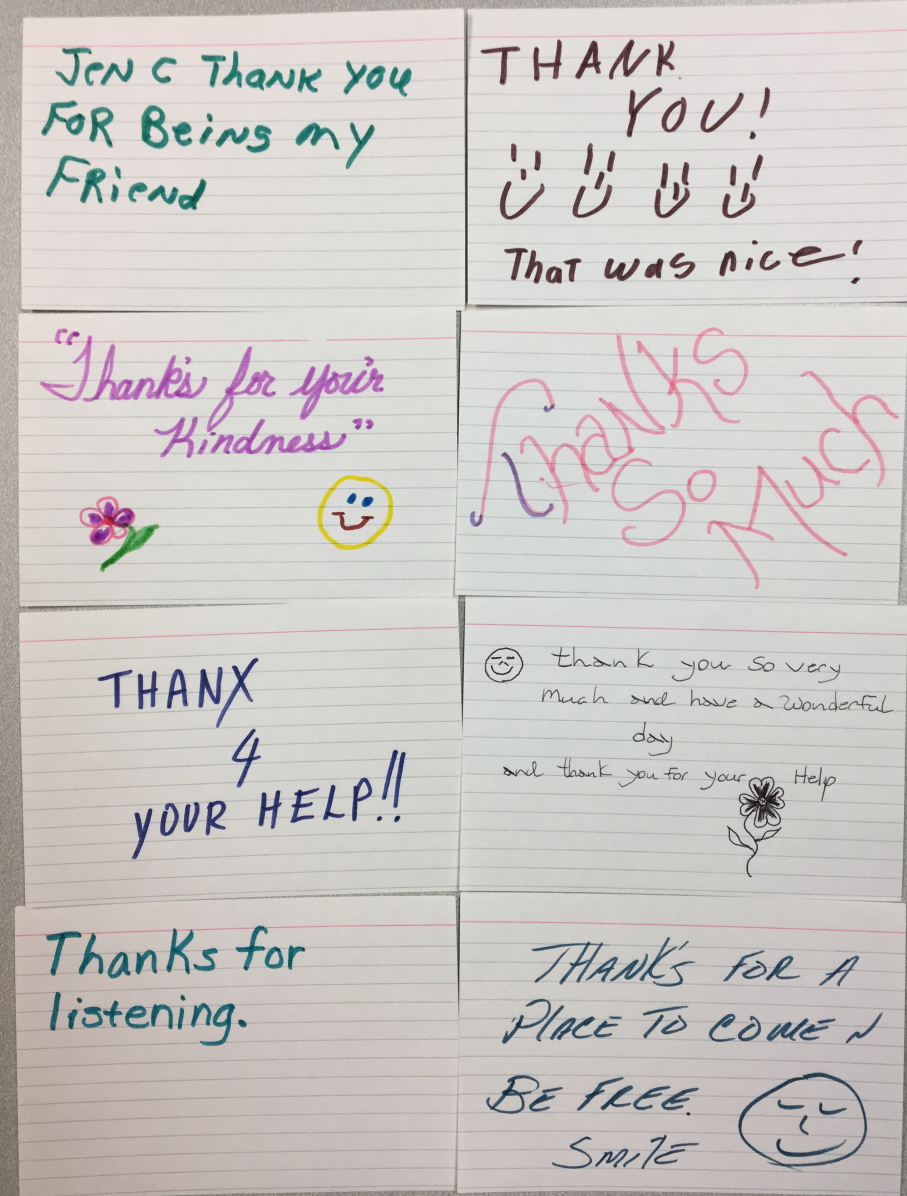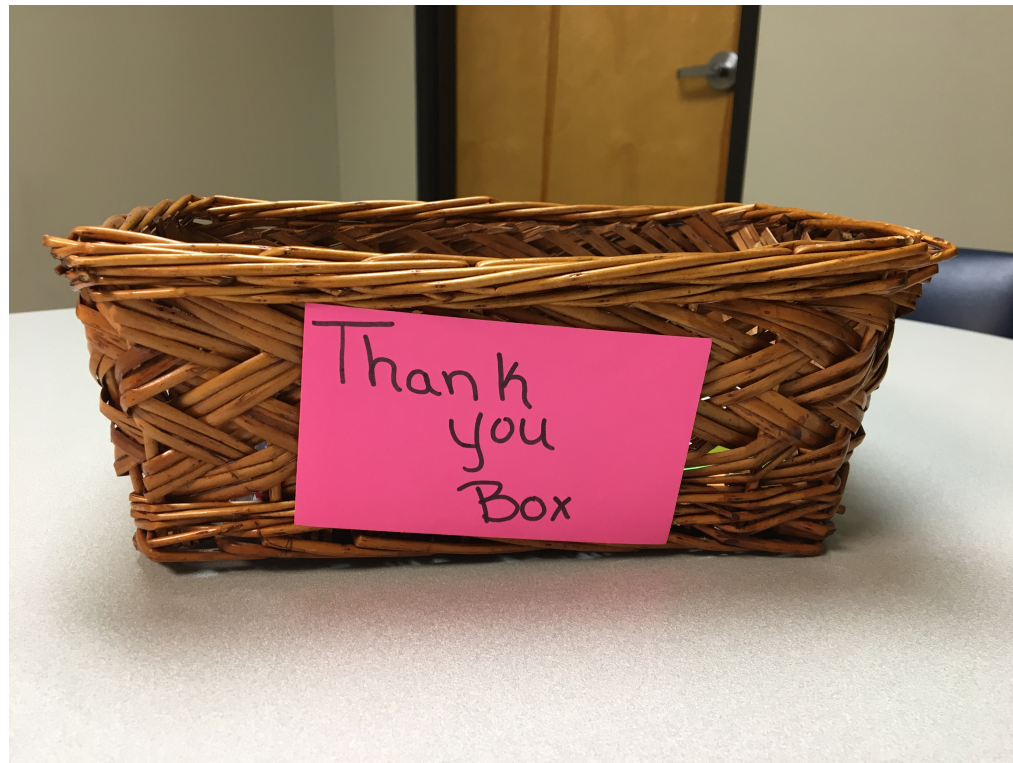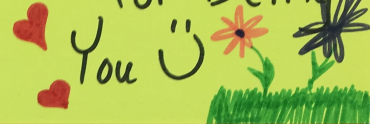
This too shall pass
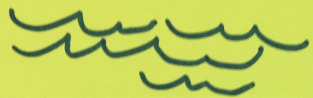
Keep Smiling

turn upside-down around

~Thank You for being You ☺

Oh happy day

Thank You

AWESOME

"have a good Day" !!!

KEEP the UP the GOOD Job

Looking Good

AWESOME Job

WE ARE Proud Of You

Thanks for the experiences and people U encounter here. Thanks for growth!

THANKS for Passing a SMILE

thank you for doing your chores.
Hope your day was/is great.
Thank you for your help.
thanks for coming here
Free to take care. Make more.

Thank you for being a friend ☺

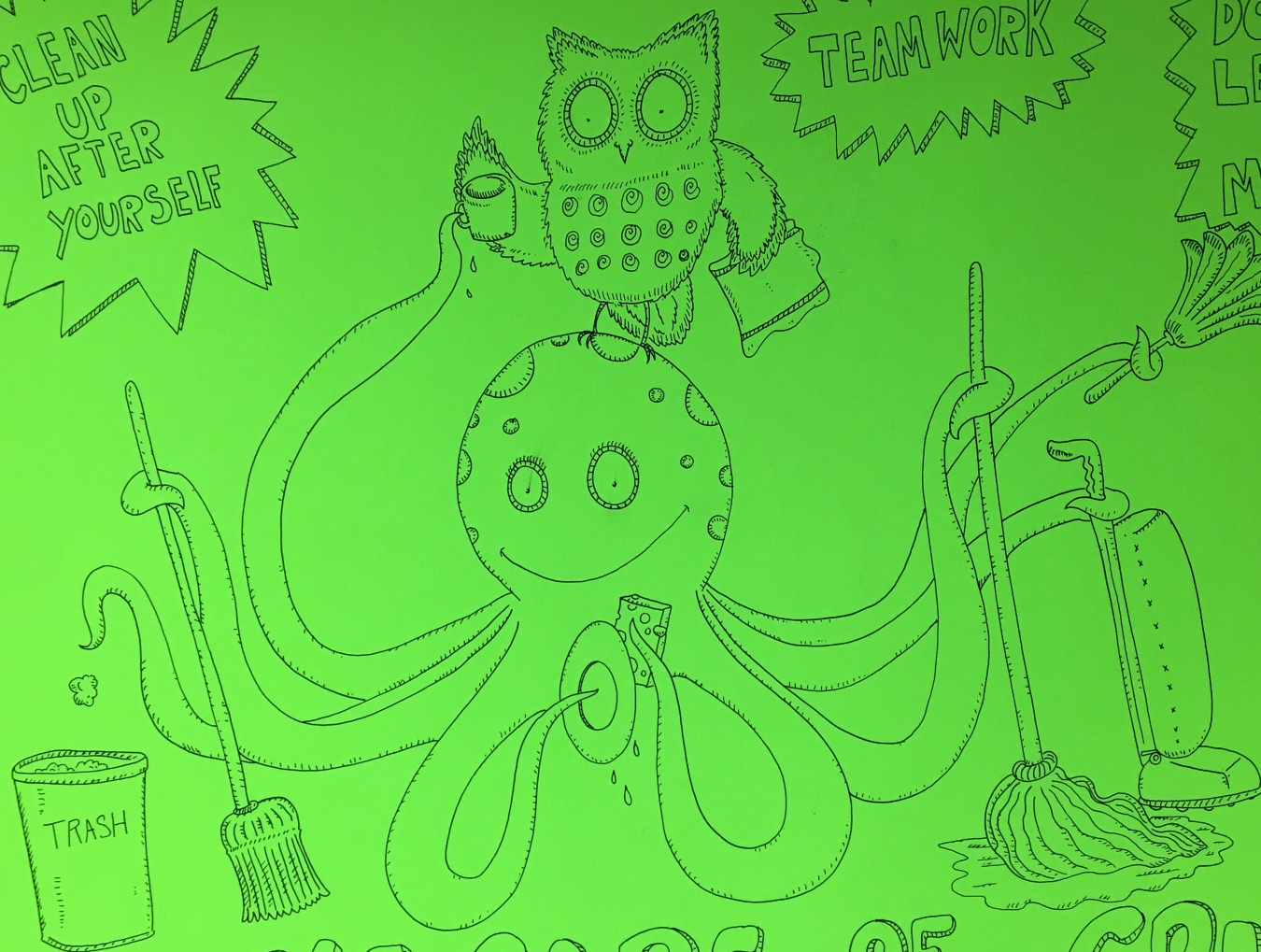Thank You for Your Help

Thank You for Your Kindness

THANK FOR BEING SO KIND

Thank You

Clubhouse Artist Created Visual Reminders of Key Person-Centered Values
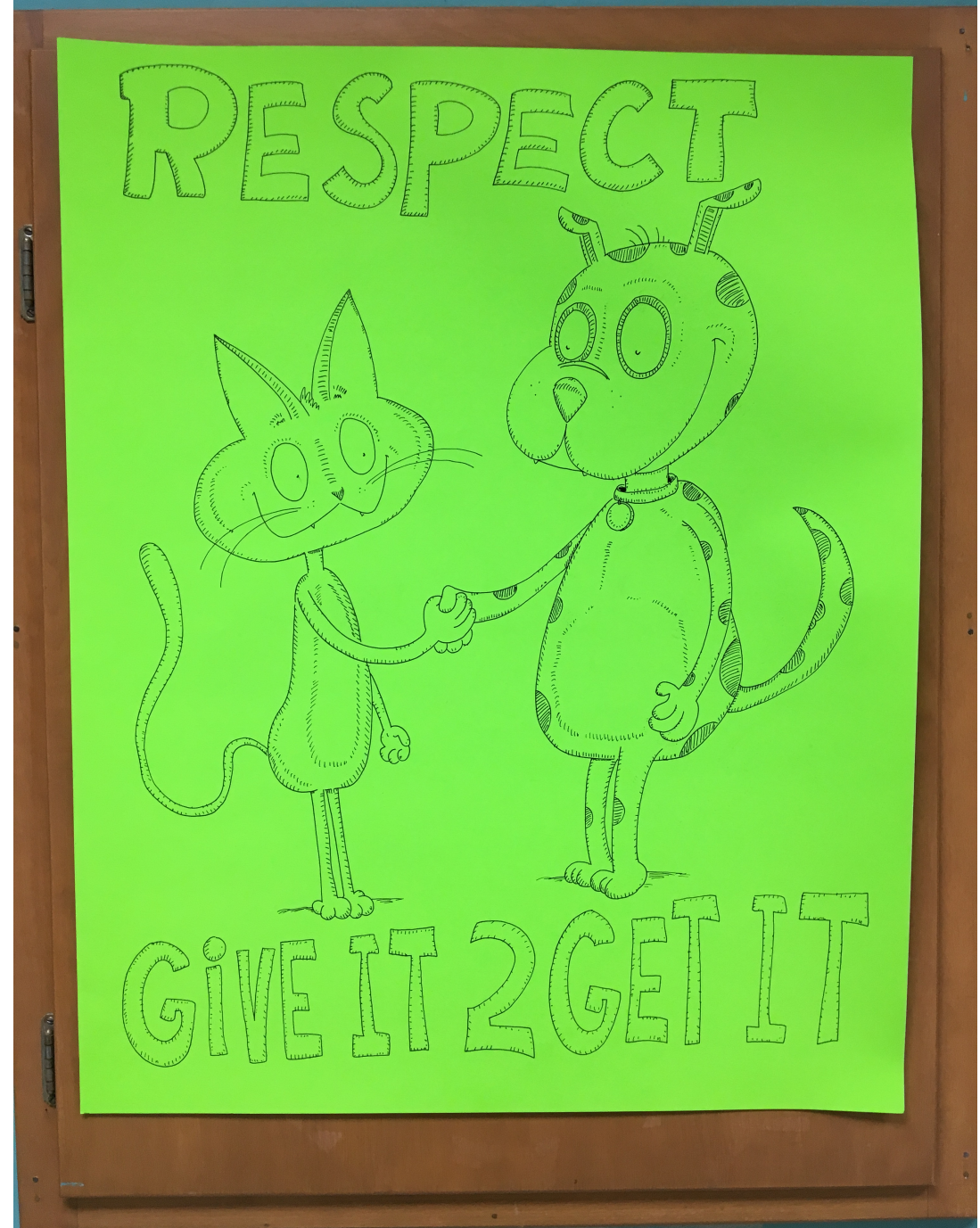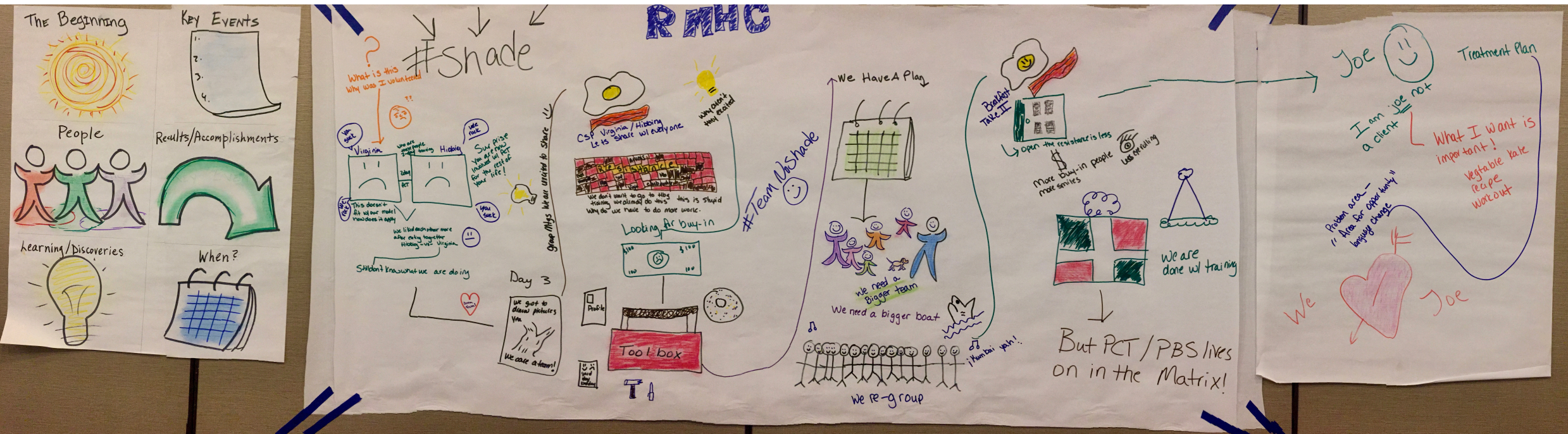
More Artwork Under Construction at the Clubhouse

History Map

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

Evaluation & Data Systems

Organization-Wide Evaluation	Related Evaluation Data/Tools
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 behaviour 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

Evaluation & Data Systems	
Organization-Wide Evaluation	**Related Evaluation Data/Tools**
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 PC/CDS**
Are there changes in behaviour 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

Minnesota Team Implementation Checklist:
Planning Tool for Integrating Person-centered and Positive Support Practices

Organization: _____ Date: _____

Region: _____ County: _____

INSTRUCTIONS: The organization-wide team should complete checklists quarterly to monitor activities for implementation of positive supports selected by the organization.

Please complete as a team and submit quarterly to: _____

Team Members: _____

Person(s) Completing Report: _____

Checklist #1: Start Up Activity			
	Put an "X" in the column that fits where the team is in the planning process for each numbered item on the checklist.		
	Not Started (0 points)	In Progress (1 point)	Achieved (2 points)
Team			
1. Team established (administration, management, direct support staff, county staff, etc.).			
2. Team has regular meeting schedule.			
3. Plan is completed for including feedback in planning process from people living and/or working in setting, and families, guardians, case managers, etc.			
4. Team has clear purpose and vision that aligns with the person-centered values identified.			
5. Team has an effective meeting process.			
6. Team has Key Contact.			
7. Administrator's support & active involvement (attendance in meetings, support for systems change, etc.).			
Staff Commitment			
8. Staff members are aware that the organization is implementing person-centered and positive support practice(s).			
9. Team assesses readiness of people to participate in each person-centered and positive support practice(s).			
10. Staff members are directly involved in organization-wide planning.			

1

Freeman, R, Amado, A., O'Nell, S., Reichle, J. & Julien, H. M. (2015). *Minnesota Organization self-assessment and action planning tool for positive supports.* Minneapolis, MN: Institute on Community Integration. University of Minnesota.

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
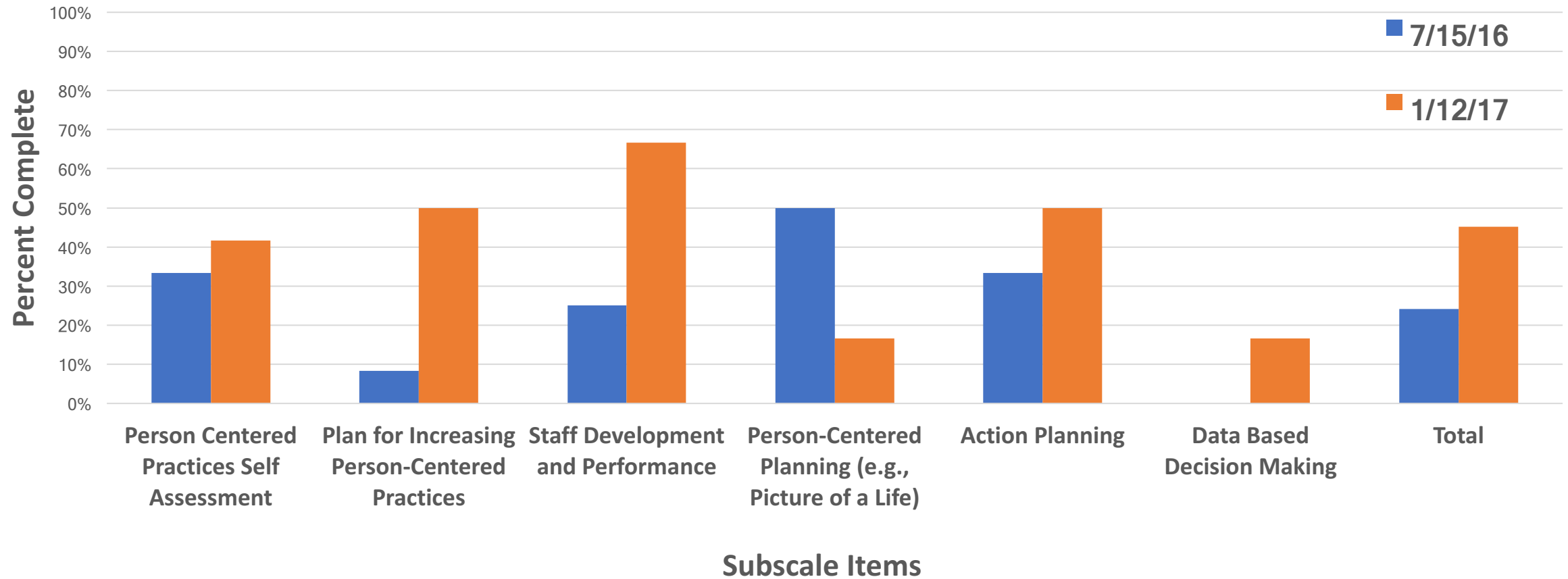   - ✓Number of items in each subscale area scored as "Achieved" divided by the number of items in that subscale area
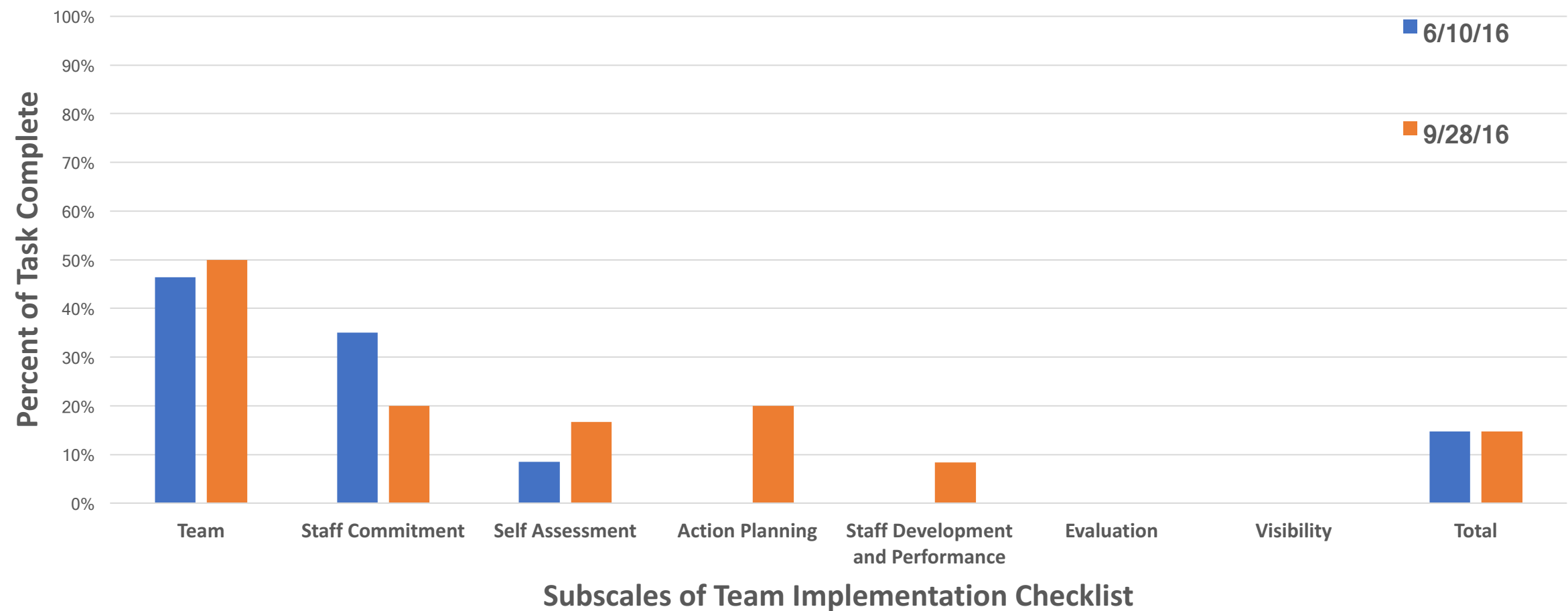
MN Team Checklist – Person-Centered Thinking Subscale

Mental Health Center
MN Implementation Checklist - Person-Centered Practices Subscale
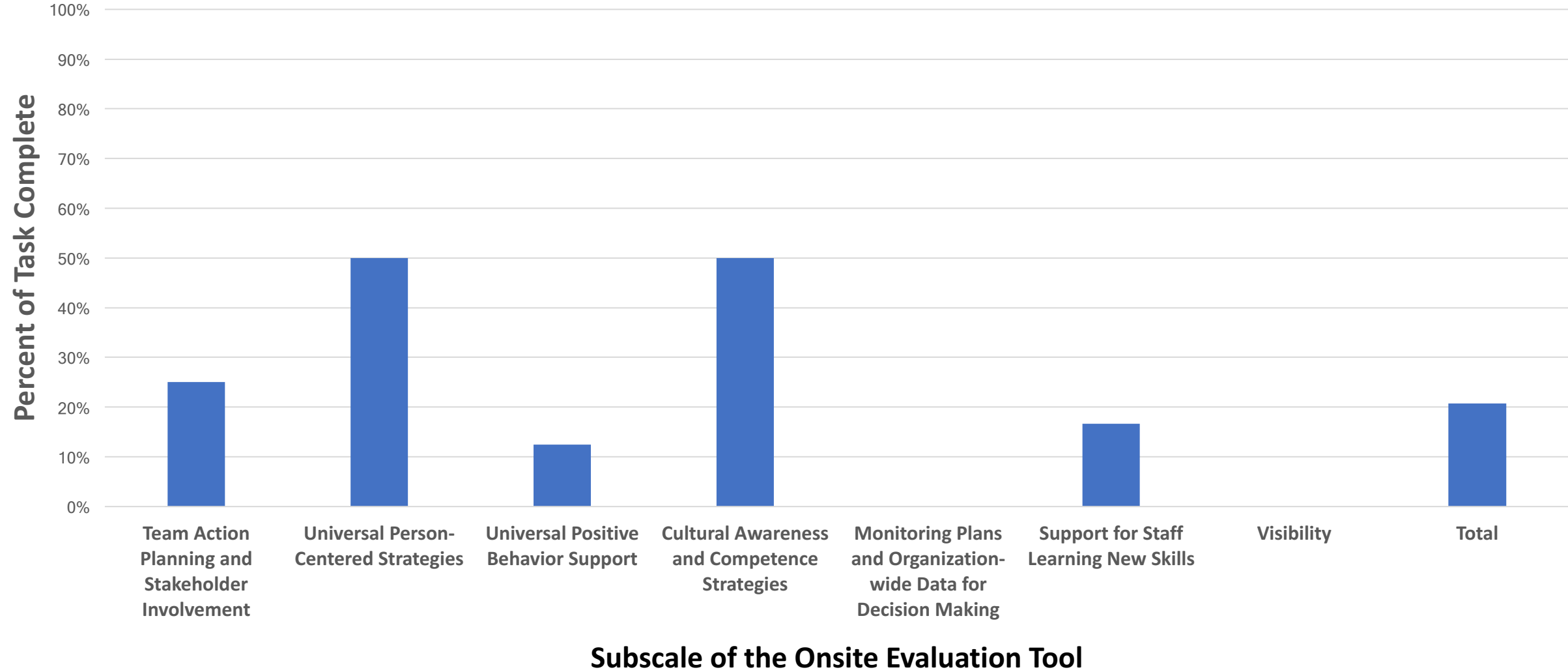
Direct Observation Strategy

Part 1 – Staff Members Observed

PC Practices

- Person-First Language
- Nonjudgmental Language
- Working in Alliance
- Reflective Listening Skills
- Universal Person-Centered Strategies
- Empathic Behaviour

PBS Practices

- Encouraging Social Interaction
- Supporting Choices
- Reinforcing Others

Part 2 – Person Observed

- Active Involvement in Conversations/Meetings/Activities
- Engaging in Identified Social behaviours
  1. Behaviour Related to Matrix
  2. Behaviour Related to Matrix
  3. Behaviour 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 Outcome Data

- Observation Systems in Place for 2 Out of 12 Teams

- Behaviour 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