Using a Team Approach to Implement Person-Centered Practices

June, 2017

Rachel Freeman
Institute on Community Integration
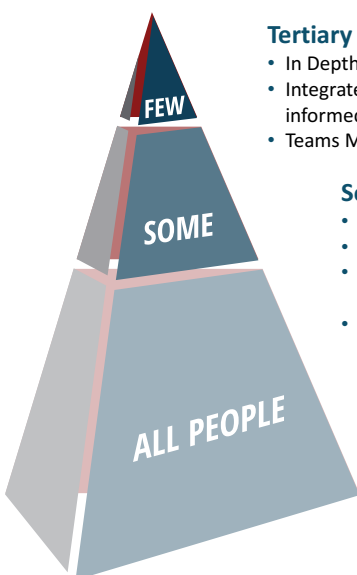
Laura Birnbaum
Dani Dunphy
Saint Louis County

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Implementing Multi-Tiered Systems of Support

Person-Centered Practices & Planning

Positive Behavior Support

Person-Centered Practices & Planning

Organizational Workforce

FEW

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

SOME

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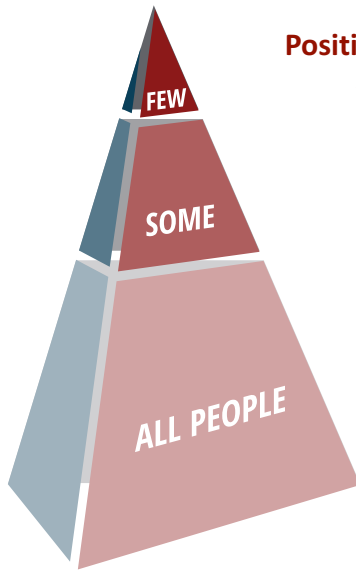• Mental Health and Wellness Interventions

ALL PEOPLE

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

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
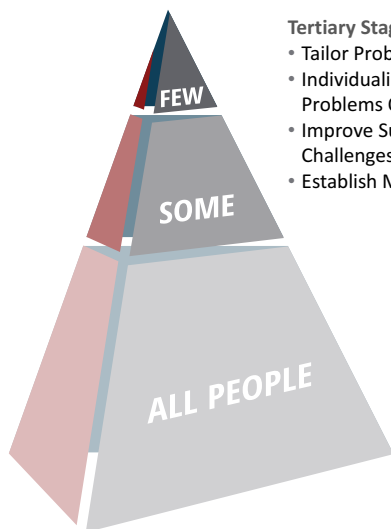- Emphasis on Using Data For Decisions

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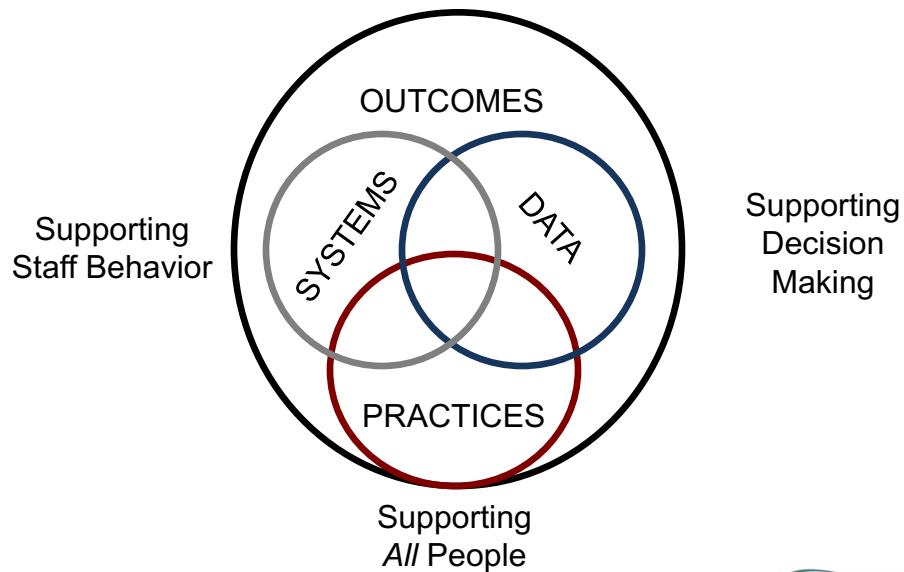
Universal Stage
- Align Policies to Person-Centered Practices
- Revise Job Descriptions, and Performance Evaluations
- Integrate Person-Centered Practices and PBS With New Orientation and Ongoing Instruction
- Use Data for Decision Making

Positive Behavior Support
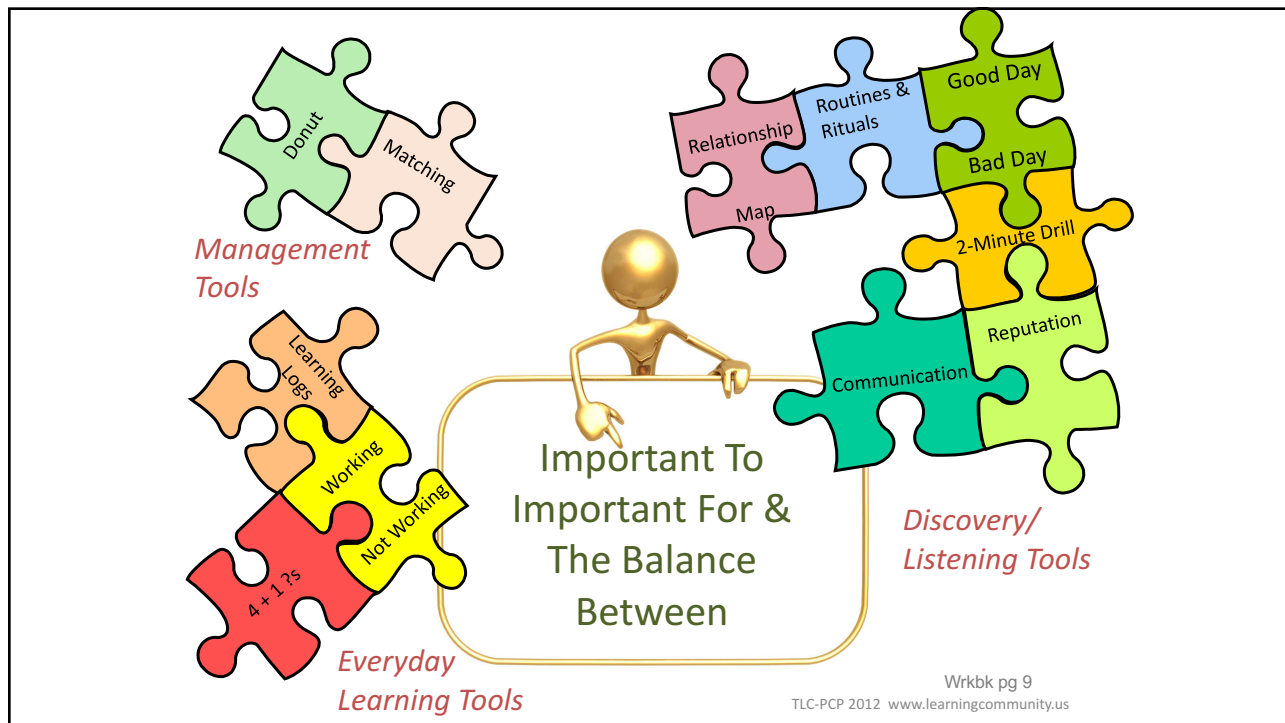
Person-Centered Practices & Planning

Organizational Workforce

2

Improving Quality of Life

OUTCOMES

SYSTEMS

DATA

PRACTICES

Supporting
Staff Behavior

Supporting
Decision
Making

Supporting
All People

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

Management Tools

Management Tools

Important To Important For & The Balance Between

Discovery/ Listening Tools

Everyday Learning Tools

Wrkbk pg 9
TLC-PCP 2012 www.learningcommunity.us

Levels of Change

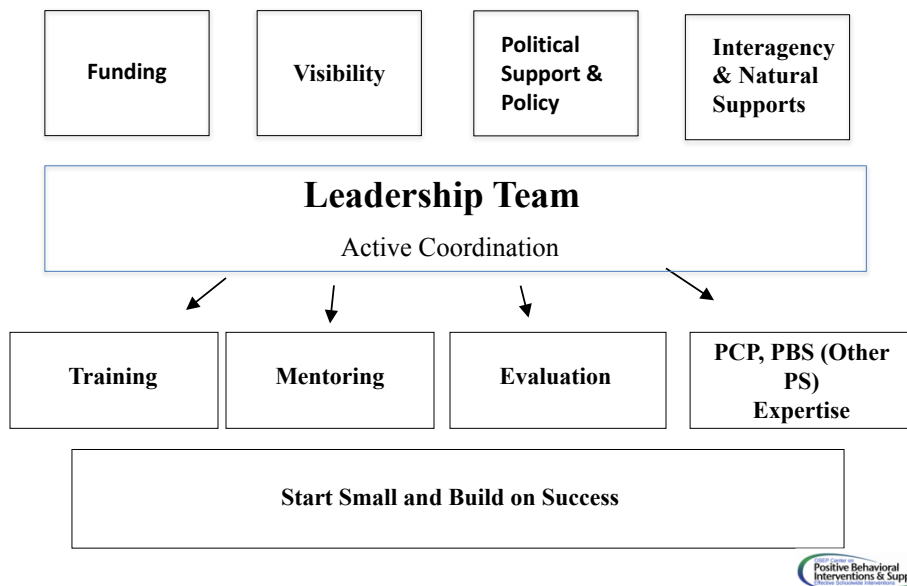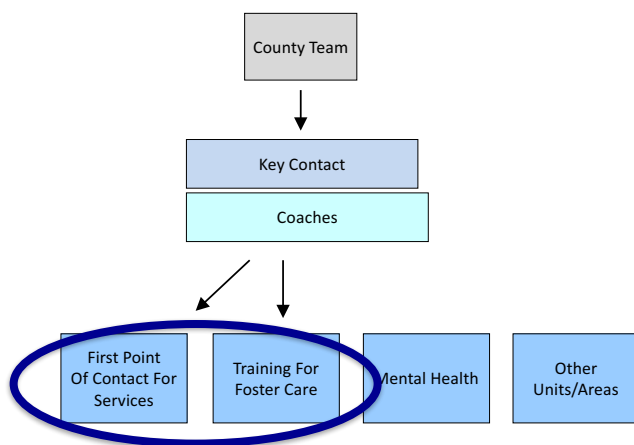|		
Level 1	➡	Any changes that results in a positive difference in the lives of people who use services or in your own work life.
Level 2	➡	Any changes an organization makes to its practices, structure or rules that result in positive differences in the lives of people. *(Organization Level/Managers/Supervisors/CEO/Administrative Support)*.
Level 3	➡	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)*.

http://sdaus.com TLC-PCP 2012 www.learningcommunity.us

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

County Planning
Considering A Plan That Works

County Team

Key Contact

Coaches

First Point Of Contact For Services | Training For Foster Care | Mental Health | Other Units/Areas
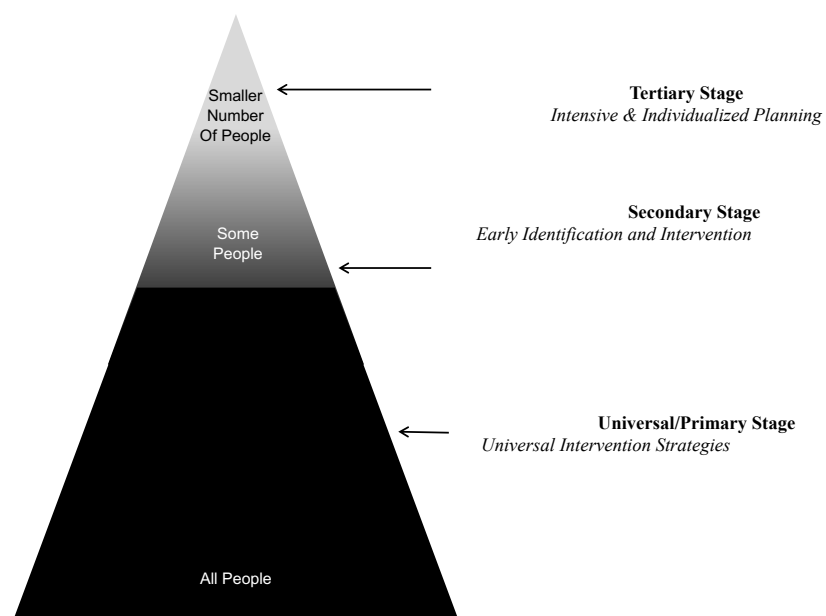
Year 1 Plan
- Strategies For Increasing Person-Centered Strategies Starting With First Point of Contact & Other Units (Foster Care, Mental Health)
- Embed Person-Centered Practices Into Policies Across Key Units
- Recruit PCT Trainers For County
- Recruit PoL Plan Facilitators
- Recruit PBS Facilitators

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

Activity: What Person-Centered Strategies Are Used In Your County?

Smaller Number Of People

Tertiary Stage
Intensive & Individualized Planning

Some People

Secondary Stage
Early Identification and Intervention

Universal/Primary Stage
Universal Intervention Strategies

All People

Implementing Person-Centered Practices and Positive Behavior Support in a County Setting

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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

Positive Behavior 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

Person-Centered and PBS Self-Assessment and Action Planning—A County Example

Team Roles

- 26 Organization-wide Team Members
- 4 Key Contacts
- 10 Coaches
- 2 PBS Facilitators (in training)
- 1 Person-Centered Thinking Trainer (in training)

Monthly Team Meetings

Implementation Areas Targeted

- Developing Person-Centered Plans for People Receiving Services
- Improving Interactions Between Team Members
- Integrating Cultural Awareness into Organization Development Process

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Outcomes for People Who Receive Support:
- I make meaningful contributions to my community.
- I am who I want to be, not who others expect me to be.

Outcomes for Employees/Staff:
- We are honest, have integrity, and are respectful of others.
- We have time to spend with people to really listen and intentionally engage with the people and partners.

Outcomes for Organization:
- People are our priority and we value and take time to see and understand others' perspectives.
- People are our priority.

Outcomes for Community:
- Inclusive collaborative community campaign.
- There are no "those" people. No more us and them.
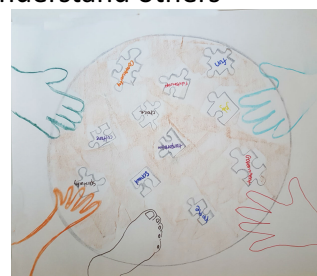
Action Plan Implementation Examples

- Completed 10 Person Centered Plans
- Using Person-Centered Thinking (PCT) Tools With People Receiving Case Management Services
- Awareness Presentations and Discussions Across Other Units
- Integrating PCT Across Meetings
- Training PBS Facilitators (2)
- One PCT Trainer Selected for State Funded Training
- Tools Available to Employees
- Planning to Make a "Skit" Showing How to Complete a Personal Description and Action Plan for Co-Workers
- Adding PCT Tools to Adult Services Portal
- Ready to Start Observations

Team Activity – Integrating Cultural Awareness

Cultural Awareness Item	Action	Date	Person Responsible
Assess diversity of organization and the local community	Review staff data from previous survey.	11/23/16	Dani
Work with staff to create strategies for increasing cultural awareness across the organization aligned to team's outcome statements	Invite Diversity Action Team (DAT) to share information between both groups-share outcome areas with DAT.	10/27/16	Dani
Integrate cultural awareness into staff development and competency-based training	Provide training to org-wide team about cultural variety Complete training throughout agency on PBS and Matrix (senior managers and supervisors	1/2017	Dani Dani and Laura
Identify as a team the dominant cultures within the organization and whether there are subcultures that team needs to learn more about	Start survey with org wide team and develop questions for survey to assess current standing.	6/2017	Dani
Reach out to community members to increase natural supports, recruit diverse staff members, etc.	Autism respite grant connecting with tribal support and NAACP to look at gaps analysis.		
Team evaluates impact of cultural awareness (surveys, disparities related to incidents, 911 calls, diversity of staff, staff turnover, etc.)	Education on broadening cultural definition, noting variety of values as well as race and ethnicity. Review bias in how people do there work with Decision Point Mapping – start in intake	Ongoing End of 2017	All team

Person-Centered Community Supports – County Meeting

Values	Before Meetings	At the Beginning of Meeting	While Sharing Person's Information	Supporting Other Team Members
Use Person-Centered (PC) Language	Use PC Language in Documents (Emails, Handouts)	Provide Reminders Before Meeting (Be Sensitive to Acronyms Too)	Be Receptive and Aware of Language Used	Celebrate Use of PC Language as Team
Show Your Respect for People	Use Active Listening During Conversation	Attend Meetings on Time Cell Phones to Vibrate	Share Only Information Needed Provide Feedback to Others	Listen to Others and Ask if Feedback is Invited
Demonstrate Appreciation of Culture	Review Plans and Discuss Role and Identity & Culture	Review Possible Cultural Bias and Assumptions	Share Thoughts on the Role of Culture in Person's Life	Discuss How Culture Can be Incorporated Into Plan

Personal Description & Action Plan

Flo's Profile and Plan

Shirley's Profile and Plan

"We're Person-Centered Already"
(How do you Know?)

Using Data for Decision Making

(Person-Centered Work is a Process – Not a Destination)

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County Self-Assessment Examples

- County Vision and Mission Statement
- Expertise in Person-Centered Planning and Positive Behavior Support
- Readiness and Buy-In for Implementation
- Policy Reviews
- Fidelity of Implementation: What is Already Being Implementated at a Systems Level
- Organizational Data
  - Related to Services
  - Satisfaction/Stress/etc.
  - Cultural Responsiveness
  - Staff Retention/Tenure
- Person-Centered Organizational Development Tool

Examples of Outcome Measures

- Direct Observation of Universal Interventions
- Satisfaction with Services
- Cultural Responsiveness Survey
- Quality of Life Data for People Supported
- Fidelity and Outcome Data for:
  - Person-Centered Plans
  - Positive Behavior Support Plans

Person-Centered Organizational Development Tool

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County Example - Person-Centered Organizational Development

County Person-Centered Organizational Development Tool
Baseline Data 6/10/2016

Likert Scale
0=Never Evident, 4=Always Evident

Subscales of the Person-Centered Organizational Development Tool

Assessment, Discovery, Exploration · Planning Practices · Community Participation and Inclusion · Current Level of Supports and Services · Organizational Design and Processes · Evaluation of Person Centered Practices
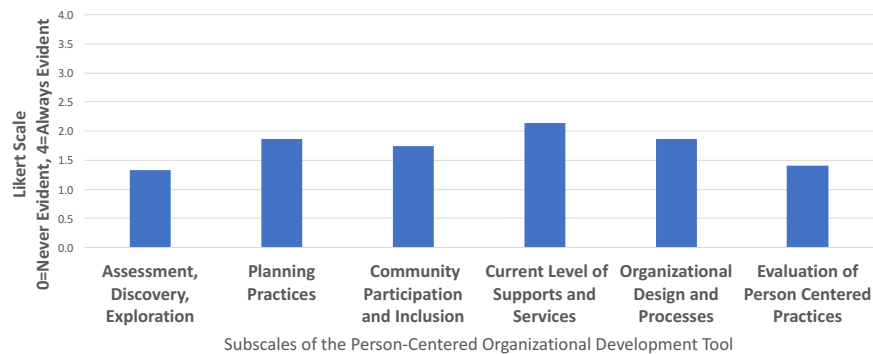
Fidelity of Implementation: MN Team Checklist

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., Reschle, 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
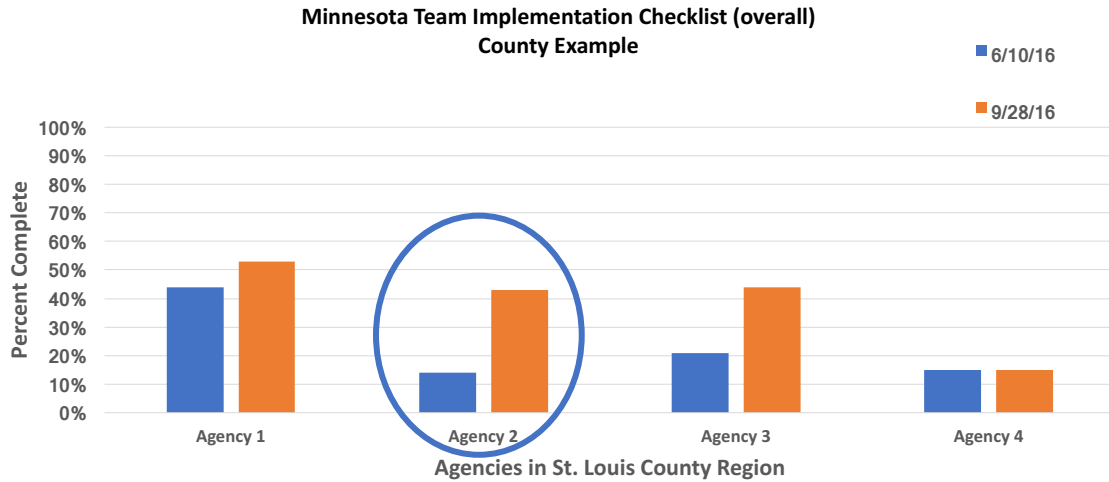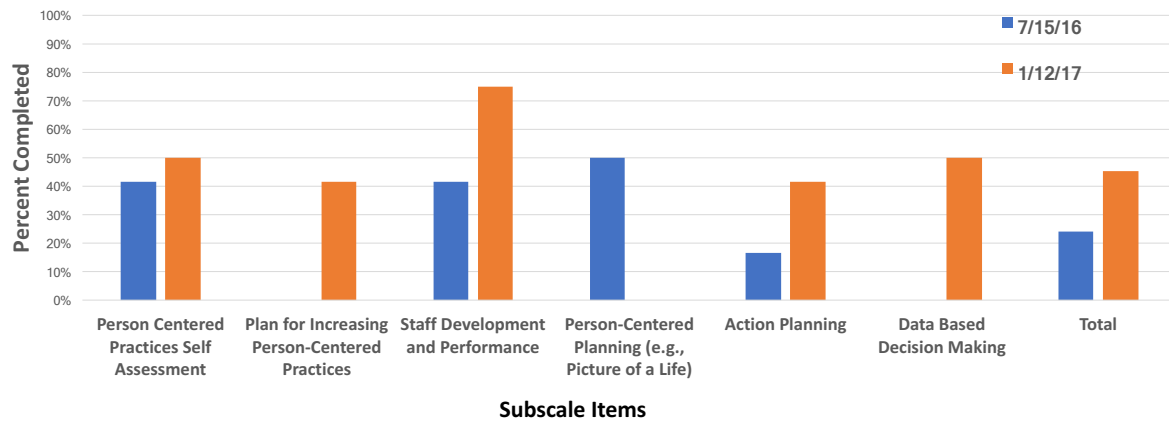
Minnesota Team Implementation Checklist (Overall)

**Minnesota Team Implementation Checklist (overall)**
County Example

Minnesota Team Implementation Checklist (Overall)

County Team Implementation Checklist by Subscale
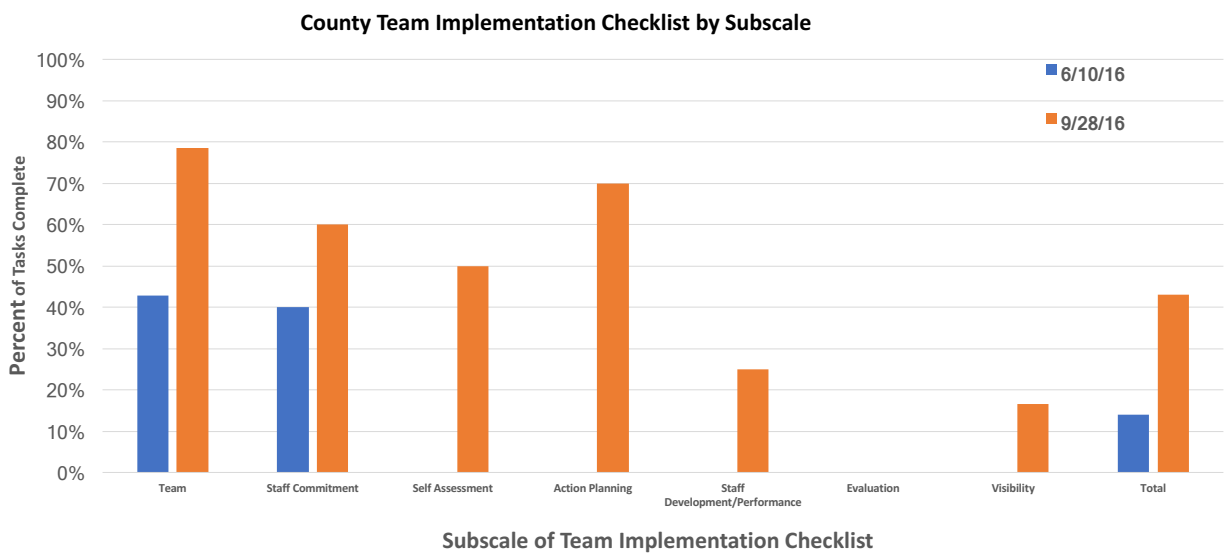
Minnesota Team Implementation Checklist
Person-Centered Practices Subscale

MN Team Implementation Checklist: Person Centered Practices Subscale County Example

Minnesota Team Implementation Checklist
Positive Behavior Support Subscale

Minnesota Team Implementation Checklist: Positive Behavior Support Subscale County Example
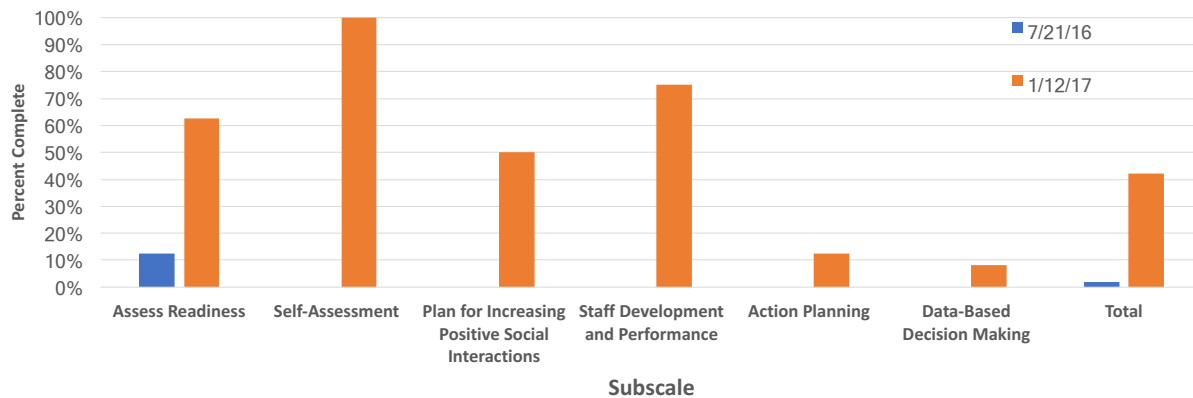
Activity

Review the County's Data and Answer the Following Questions:

What Areas Can We Celebrate?

- Overall Checklist

- Person-Centered Subscale

- Positive Behavior Support Subscale

What Should the Team Focus on This Year?

- Overall Checklist

- Person-Centered Subscale

- Positive Behavior Support Subscale

Person-Centered Positive Evaluation Tool

- External Evaluation
- Half Day Onsite Visit
- Administrator and Key Contact Interviews
- Document Reviews
- Observation

Cohort 2 Team Baseline Data
Person-Centered Positive Onsite Evaluation Tool

County Baseline Data for Onsite Evaluation by Subscale
12/13/2016
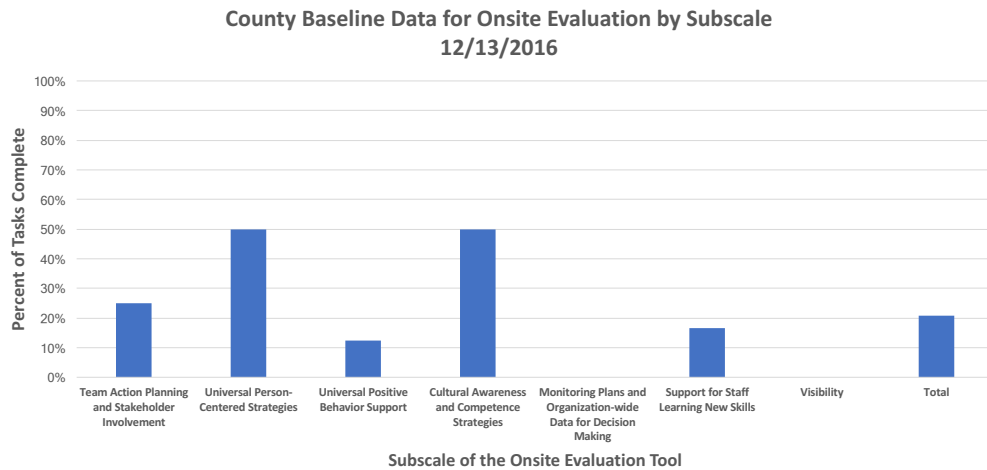
Direct Observation Strategy

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

Online Resources

MN Positive Supports Website:
 mnpsp.org

Organization-Wide Training Materials
https://mnpsp.org/training-materials/

Impact Newsletter
https://ici.umn.edu/index.php?products/view/876

Please Visit MNPSP.ORG To Obtain a Copy of this Tool and the Presentation
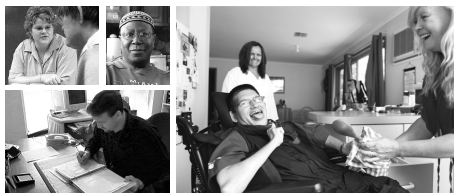
Person-Centered Organizational Development Tool

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Make a List of 3-5 Things Your County Can Do to Move Forward

Steps for Moving Forward	Who is Involved	Targeted Completion Date
Form a County Team		
Identify an Area Within County to Start		
Complete the Person-Centered Organizational Development Tool		
Assess Strengths and Needs		
Identify Plan for Building Capacity for Training		

Save the Date!

November 7-8, 2017

Edinburgh Golf Course
Brooklyn Park, MN
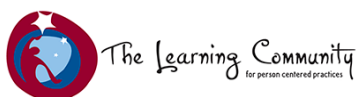
2017 MINNESOTA GATHERING FOR PERSON-CENTERED PRACTICES

Traveling Together

The Learning Community for person centered practices

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Additional Tools Are Available!

County Implementation Example

https://mnpsp.org/wp-content/uploads/2017/02/MNCultureAPBS-FINAL.pdf

Additional Tools and Resources

https://mnpsp.org/training-materials/