



UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

Organization-Wide Positive Behavior Support

Rachel Freeman



MASONIC INSTITUTE FOR
THE DEVELOPING BRAIN
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Purpose of Presentation

- Overview of organization-wide PBS
 - Work smarter, not harder to embed practices
 - Build on the strengths of the organization
 - Make sure new work is part of what you are already doing
 - Link to accreditation, strategic planning, required reporting systems
- Use data for decision making
- Work at a state and regional level
- Story from one organization

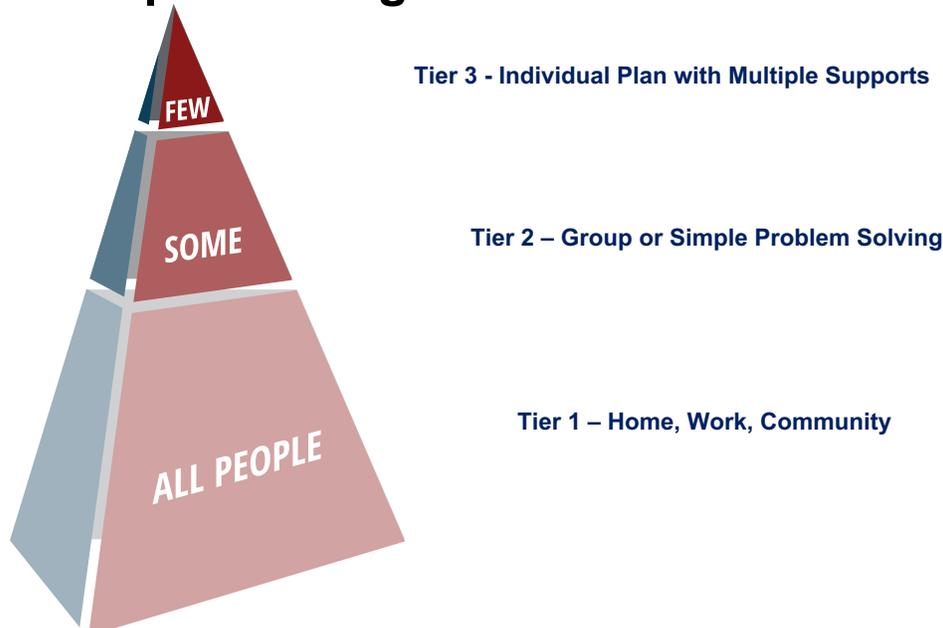
2

Challenging Behavior

- Everyone engages in behaviors that:
 - Interfere with their quality of life
 - Can result in injury to self or others
- When these challenges become intense and chronic, the goal is to help problem solve and come up with solutions
- People need to be in charge of their own health and wellness
- *Avoiding the term “behavior,” or not talking about it makes it more difficult to find solutions*

3

Implementing a Tiered Prevention Model



4

***Universal* Person-Centered Strategies are not a Person-Centered Plan**

- Use person-centered tools and strategies to build relationships
- Practice and encourage empathy and active listening
- Explore and celebrate cultural differences
- Increase self-awareness of how we interact with others
- Reflect and change our use of language as well as our behavior
- Use data to reflect on progress

5

***Universal* Positive Behavior Support is not the Same as a PBS Plan**

- Teach, prompt, and model social and emotional skills
- Reinforce and celebrate positive skills in use
- Create a consistent response when challenges occur
- Use data to reflect on progress



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Major Messages.... “It’s a Marathon Not a Sprint.”

“Change is a
process
not an
event.”

-Barbara Johnson

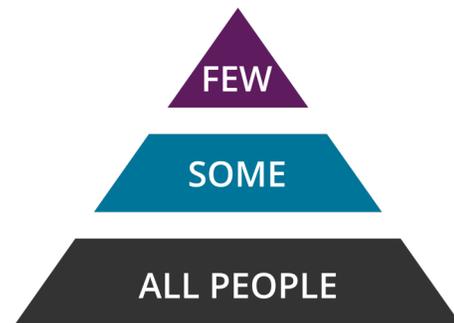


WORK SMARTER
NOT HARDER

7

Major Steps

- Form an Organization-wide Team
- Assess Readiness and Buy in
- Complete a Self-assessment
- Create an Action Plan
- Use Data for Decision Making
- Make Changes to Improve Outcomes



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Assessing What is Already in Place for Universal Strategies

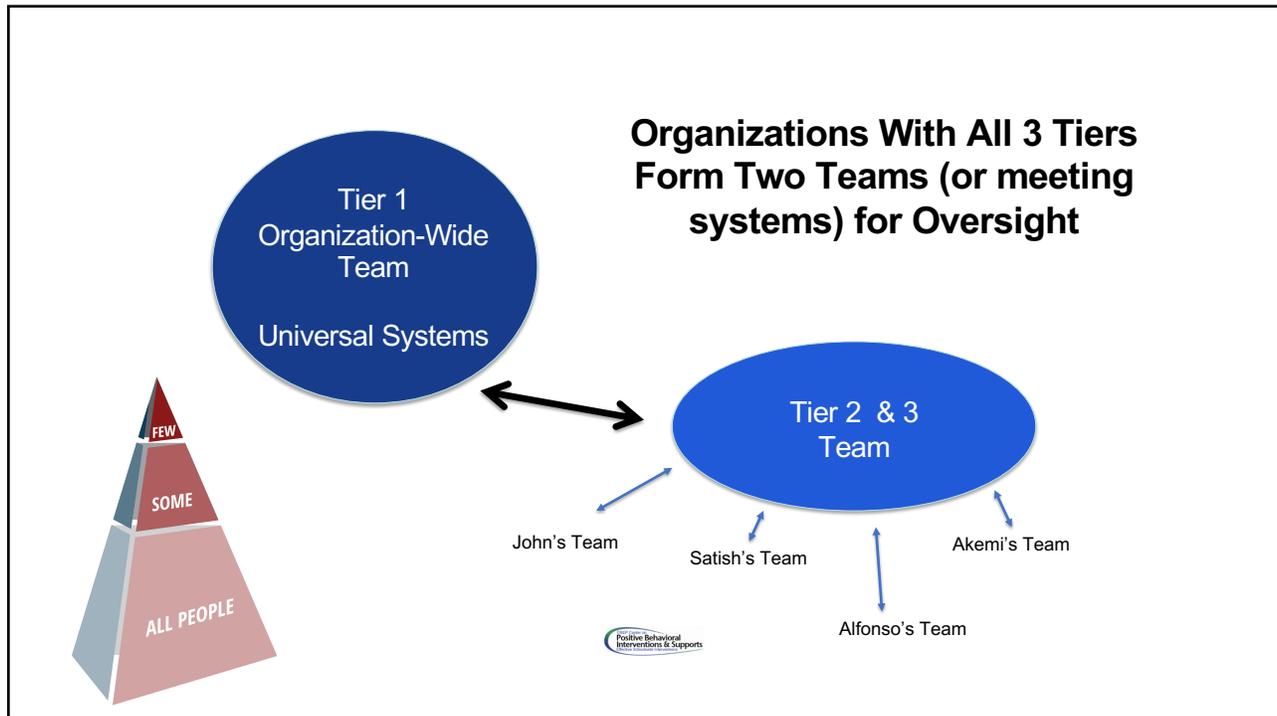
- Person Centered Thinking Training
- Social Skills Curriculum
- Emotional Supports/ Trauma Informed Care
- Health and Wellness Strategies
- Efforts to Build Natural Supports
- Strategies for Increasing Positive Social Interactions
- Cultural Responsiveness
- Community Mapping & Building Natural Supports

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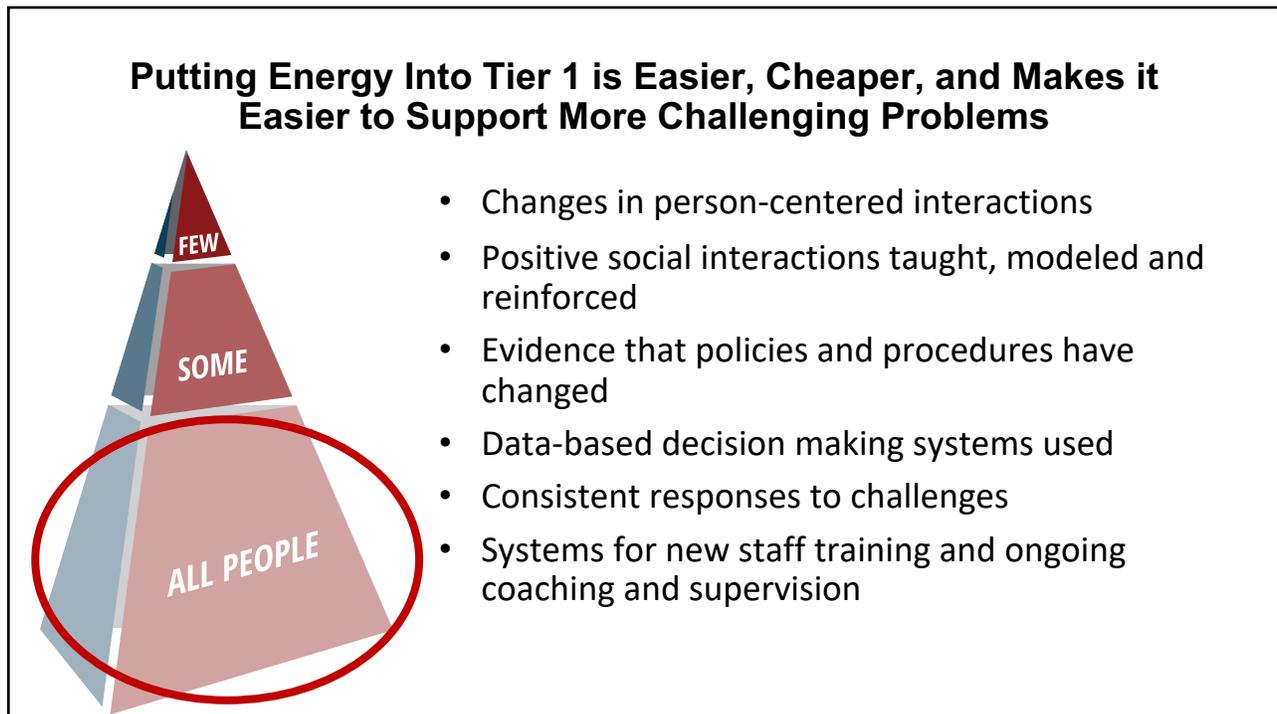
Sample Annual Action Plan

Outcome Statement For the People We Support	Area	Who	By When	Status Update
1. Learn about each individual by using Person Centered thinking tools	PCP	Coach	10/1/16	
2. With each person, create a one-page profile	PCP	Coach	10/1/16	
3. Create one meaningful personal connection based on gifts, talents and interests	PCP	Coach, person & circle of support	3/1/17	In progress Sept 2016
4. Have all staff attend PCT training	PCP	Brandon		
5. Confirm pilot area for consensus building	PCT/PBS	Steve	October, 2016	Completed
6. Schedule meeting time for review of policies across organization	PCT/PBS	Jane/Team	Sept, 2016	Completed
7. Dedicate 15 minutes in staff meetings to share PBS updates.	PBS	Coaches/Leaders	August 15, 2016	In Progress
8. Tenure and retention data are gathered with attention to pilot areas for self-assessment	Workforce	Alice and Andy	July 31, 2016	Not Yet Started
9. Team gathers information about different cultures represented for both people supported and staff members	Workforce	Brandon, Kayla & Nicole	July 31, 2016	Not Yet Started
10. Information about different cultures are integrated within staff development	Workforce	Steve	October, 2016	Completed

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What Person-Centered Values Mean to Me

	Cleaning	Meal Prep	Cleaning up After Dinner	Grocery Shopping
Respect	Get chores done on time, before dinner	Say, "thank you." Offer each other compliments on good food.	Honor each other's process, but keep up the timeline.	Tell the other person if you are not going grocery shopping. Watch for other people's feet while driving the cart. Be OK with what the other person picks out.
Kindness	Say, "thank you" or, "that looks good!"	Assist each other in looking up new recipes on the tablet.	Ask if help is needed	Learn how to make the grocery list. Do the grocery list together. Pick-up something your roommate might like.
Helpfulness	Maybe get a kudos board. Offer to bring supplies if needed.	Offer to teach each other cooking skills	Rinse your plate. Clear your dishes. Put away someone else's dishes.	Help carry the groceries in from the car. Help make the list.
Communication	Look at the calendar so you don't have to remind each other. Let your great work speak for itself (No need to talk about what you did)	Look at calendar to know what is going on. Learn the likes and dislikes of each other. Ask the likes and dislikes of each other.	Tell each other if you need to switch days.	Tell your roommate if you are not going shopping. Look at the calendar to see whose day it is.

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Create a Plan to Practice Person-Centered Behaviors:

Resource Manual

Universal Social Skill Tool Team Activity Example

Social skills selected for training plan: Working Together

Behavior definitions addressed in this tool (taken from the MN Direct Observation and Self-Assessment Tool):

Observable actions include: Offer to help, Do something together with someone

Routine selected for Learning/Practicing Social Skill: Dinner

Prepare for training

Decide how to share the training: 2 roommates living together

Who will participate in the training? Akemi and Martha

What materials are needed to complete the training? _____

Practice skills right before and during dinner preparation

Time allocated: 5 minutes before and 5 minutes during dinner preparation

Write down examples and nonexamples of the behavior (see sample below):

Non Examples of Social Skill	Example of Social Skill
Watching Akemi get dinner ready from chair	Offer to get food out
Watch TV	Put plates on the table
Talk to a friend on phone	Stir soup for Akemi

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Celebrating Progress Together

- Each time a behavior is observed
- Write down the behavior on a strip of paper
- Create a paper chain
- Placed in the living room
- When the chain reaches across the wall we celebrate
- Choose how to celebrate success



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Recognize & Prompt Positive Social Interactions

ON THE SPOT

Thank You! Good Job! Well Done!

TO: _____

You were spotted:

FROM: _____

EXPERIENCE
SERVICE
CUSTOMER
SATISFACTION

McAuliffe's Frequent, Specific Praise Prompt

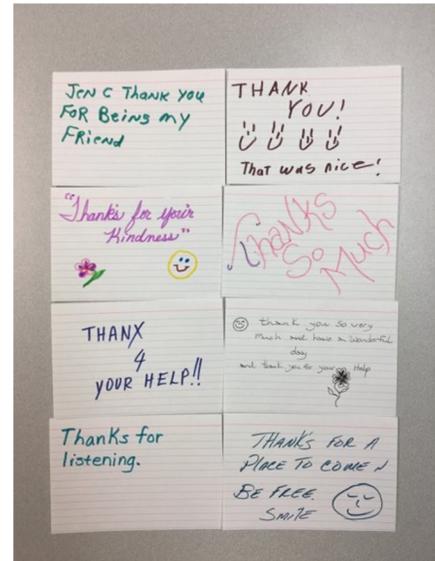
6 TO 1



Create Visual Reminders
to Recognize Positive
Social Interactions

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Creating Opportunities for Recognition When Values are Seen



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Visuals in Mental Health Clubhouse



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Getting the Word Out to the Community

COVID-19 RESPONSE | SUPPORT RSI | FAQs | BLOG | COMMUNITY RESOURCES | STAFF LOGIN | CONTACT RSI TODAY: (218) 727-2696

Residential Services INC. | HOME | WHO WE ARE | SERVICES | MY RSI STORY | JOIN OUR TEAM | CONTACT US



Person-Centered Thinking

RSI was founded in 1978 by a group of parents who were looking for the most integrated setting and supports for their loved ones. Our supports and services have expanded over the years but our focus on person-centered services has remained central to our mission.

We believe that all people should be at the center of decision making and have a life that they desire. Our goal is to provide the most innovative, person-centered environment to all we interact with by creating an environment of collaboration. This is true not only for people we serve and their families, but also the staff we employ and the organizations we collaborate with. Person-Centered Thinking helps us listen to what is 'important to' and 'for' a person and build services and supports that will help the person live the life they want to live.



In 2015, RSI collaborated with three other agencies in a technical assistance program offered by the Department of Human Services to create person-centered system change throughout the state of Minnesota. During this time RSI received three years of extensive training from the Department of Human Services.

POSITIVE BEHAVIOR SUPPORT
RESIDENTIAL OPENINGS
SUPPORTED LIVING
COMMUNITY CONNECTIONS
PERSON-CENTERED SERVICES
PERSON-CENTERED TRAINING
SERVICES OVERVIEW
RESIDENTIAL SERVICES
TRANSITIONAL SERVICES
IN-HOME SERVICES
ARMHS
OUTPATIENT COUNSELING
EQUINE ASSISTED PSYCHOTHERAPY
TECHNOLOGY SERVICES
NURSING SERVICES

November 2021

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ORGANIZATIONAL CHANGE STAKEHOLDERS PATH

OCTOBER 17TH 2016

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Consistent Responses to Challenges

- Work together to use incident reporting systems to confirm what is considered challenging
- Introduce tools to everyone using coaching methods
- Integrate into new staff onboarding
- Build into staff meetings
- Teach problem solving and conflict resolution
- [Use systems to increase self-awareness](#)

Conflict Resolution Checklist

Review this checklist before communicating with others to increase your awareness of positive social strategies that can be used. Reflect on your actions after talking with another person when a conflict occurs. Make a check mark next to each type of social strategy that you used during this interaction.

Name: _____

Date of Interaction: _____

Other Person(s) Involved: _____

- Suspended My Opinion** – Waited to share my opinion with the other person and listened actively to what the person was saying.
- Listened to the Person's Concerns and Issues Before Expressing My Views** – Actively listened to the other person's ideas and paraphrased his or her concerns to make sure I understood the issue.
- Validated the Concerns a Person has About the Problem** – Let the person know that I appreciated that s/he is sharing the concerns with me. I let the person know that I respect them and believe that people can have different views without anger or disrespect.

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Assessing Organizational Data

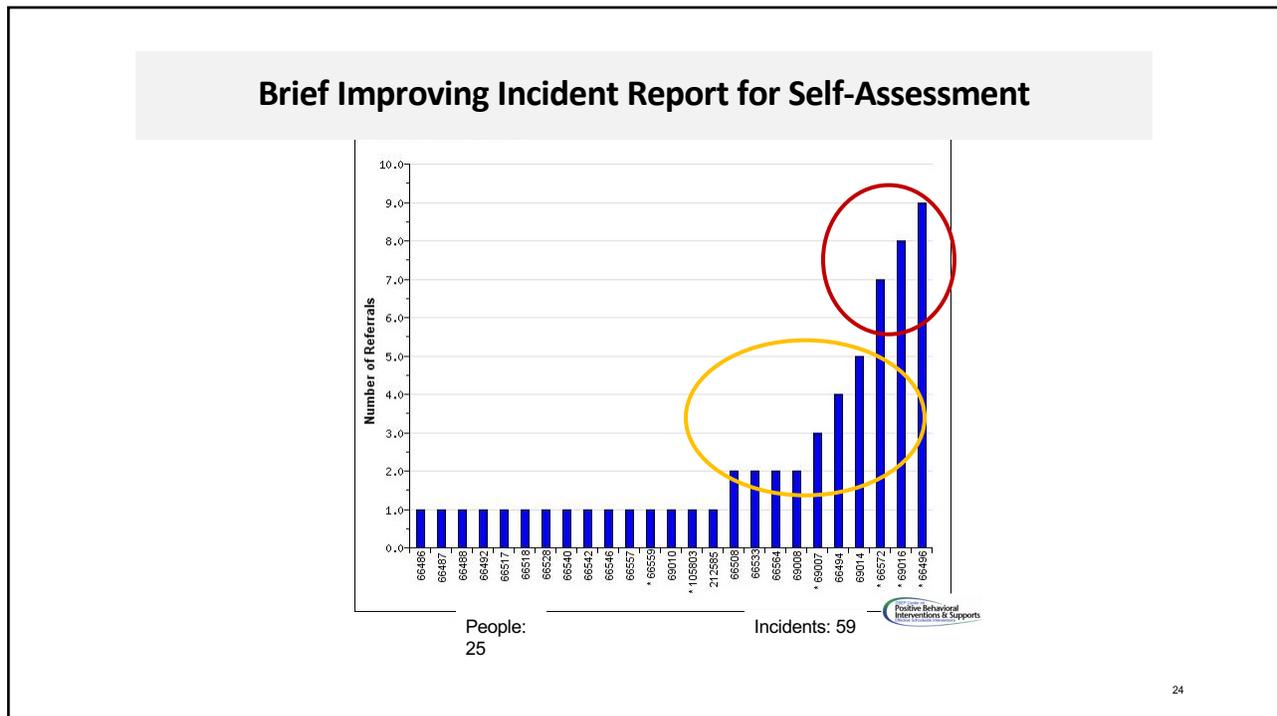
- Alignment of Organizational Policies
- Orientation Staff Development & Performance
- Surveys and Other Documentation Related to
 - Quality of Life
 - Climate
 - Stress
- Information about Other Positive Supports Used in Organization
- Quality of Life Evaluation
- Incident Reports (**Preparation in Year 1**)
- Injuries, Sick Days
- Information Related to Retention, Workers Compensation, Staff Injury
- **Fidelity of team progress**

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The BIG 5

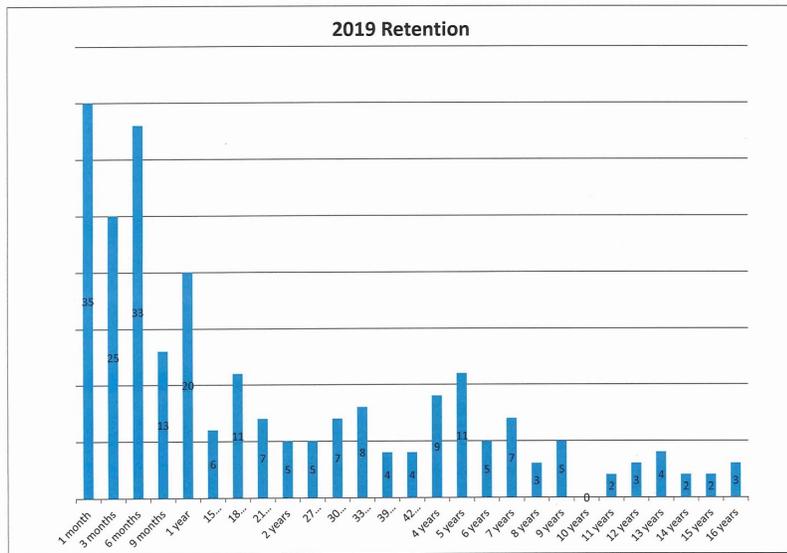
Where What
 How often When
 Who

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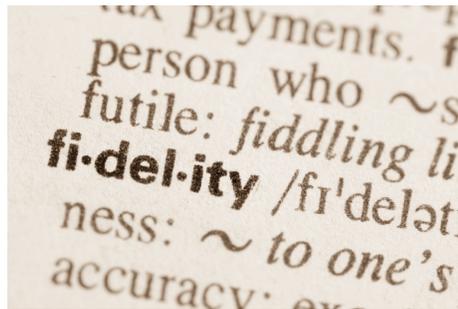


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Staff Retention Data for the Organization



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Tiered Onsite Evaluation Tool (TOET)

Key Characteristics

- 2-4 Hours Onsite Visit to Organization
- Outside Evaluation of Implementation
- Review of Documentation
- Interviews
- Observations

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Fidelity Tools Available Online

Resources for Evaluating Fidelity of Implementation

- [Tiered Onsite Evaluation Tool TOET](#)
- [Minnesota Direct Observation Form and Self Assessment Tool Definitions](#)
- [Minnesota Direct Observation Tool](#)
- [Organization-Wide Person-Centered Practices and Positive Behavior Support Evaluation Questions — Year One](#)
- [Missouri's Organization-wide Resources](#)
 - [Agency Systems Assessment](#)

More Resources

- [Minnesota Positive Supports Implementation Example Site](#)
- [Minnesota Team Implementation Checklist: Integrating Person Centered and Positive Supports](#)
- Coming Soon: Maryland is working on a website for sharing resources and curriculum

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TOET Fidelity Includes Monitoring Data-Based Decision Making

Evaluation Questions-Teams

Efforts Taken

- Coaches, Key Contacts, PBS Facilitators
- Homes, Areas of Organization (parameters)

Fidelity

- Self-Assessment
- Onsite Evaluation

Outcomes

- Quality of Life
- Incident Reports
- Injuries, Sick Days
- Attrition/Retention, Workers Compensation

Examples of Evaluation Measures

- # key contacts
- # of active coaches
- TOET (external evaluation)
- MN Team Checklist (self-assessment)
- Quality of life measures
 - Individual
 - Summary across organization
- Incident reports, injuries, restraint
- Sick leave, attrition/retention workers compensation
- Climate scales staff and people supported
- Surveys of cultural responsiveness

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Overview of Tiered Onsite Evaluation Tool (TOET) Subscales and Items			
TOET Subscale	Number of items	Items	Sample scoring and types of evidence
1. Team Action Planning/Staff Involvement	4	1.1 Team Composition, 1.2 Team Effectiveness, 1.3 Stakeholder Involvement, 1.4 Consensus Building and Staff Decision Making.	<p>1.1 Team Composition: Working team composition includes administration, key contact(s), universal person-centered (PC) coaches, and practice expertise, PBS expertise, human resources, management, people receiving services and family, and direct staff</p> <p>Evidence: Organizational chart or documentation, Meeting Minutes, Interviews</p> <p>Scoring: <i>0</i> = Team exists but roles are not represented; <i>1</i> = Team exists but some key team members do not attend, or attend less than 80% of the meetings; <i>2</i> = Team members representing key roles attend over 80% of meetings</p>
2. Universal Person-Centered Practices	4	1.5 Organizational Alignment, 1.6 Policy Alignment, 1.7 Universal Person-Centered Strategies, 1.8 Active Staff Support.	<p>1.5 Organizational Alignment: Vision and mission for organization clearly states person-centered values and/or outcome statements are shared as link to person-centered values</p> <p>Evidence: Vision and mission statements, Action planning tasks used to align vision and mission, Outcome statements and related document, Units/departments/divisions one-page description to identify their own mission, vision and values statements. Includes everyone in the unit not just team, Action statements indicating the process for mission and vision revisions organization wide.</p> <p>Scoring: <i>0</i> = no clear alignment of vision or mission statements to person-centered practices and no plan for improvement, <i>1</i> = Vision and mission do not refer to person-centered practices, but a plan is in place to establish person-centered mission/vision statements or outcomes statements are person-centered, <i>2</i> = Vision and mission statement include person-centered language and outcomes aligned with outcome statements and action plan.</p>

Freeman, R., Simacek, J., Jeffrey-Pearsall, J., Lee, S., Khalif, M., & Oteman, Q. (2022). *Development of the Tiered Onsite Evaluation Tool (TOET) for organization-wide person-centered positive behavior support*. Accepted with revisions. *Journal of Positive Behavior Interventions*.

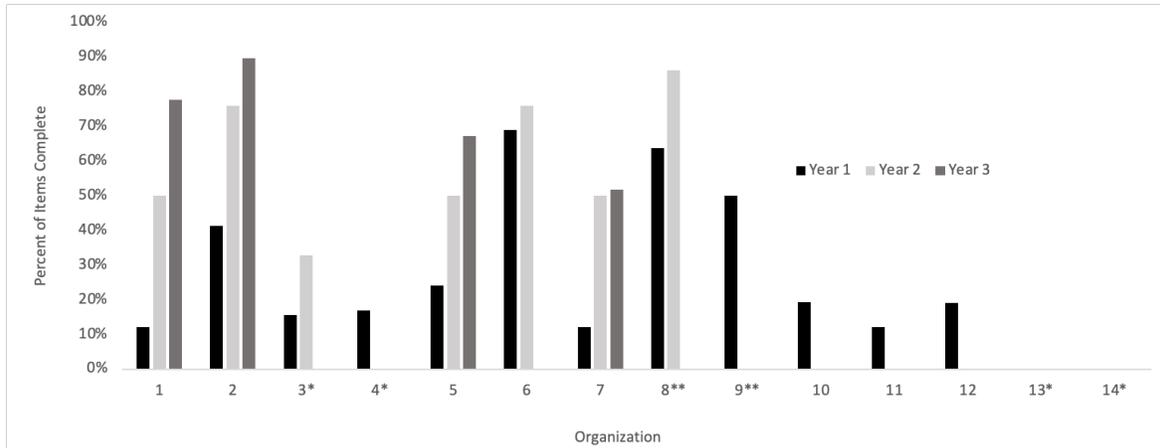
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Scoring the TOET

- Implementation points
 - Achieved = 2
 - In progress = 1
 - Not Started = 0
- Criterion for scoring provided for each item
- 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

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TOET Scores Across All Provider Organizations Six+ Years of Implementation



Notes: TOET scores across participating organizations reflecting over six years of participation in TA. Organization 1 is the Case Study example. *Organizations participating that attrited. **Organizations that were part any earlier PC training funded by the state but became actively involved in the cohort model.

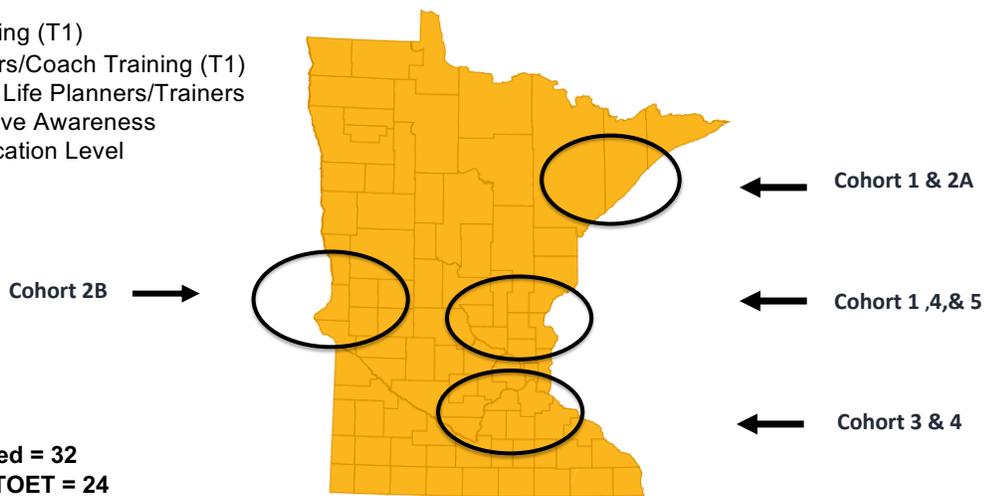
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Minnesota Statewide Organization-Wide Training Infrastructure

Training Layers

- Team Training (T1)
- PCT Trainers/Coach Training (T1)
- Picture of a Life Planners/Trainers
- PBS Intensive Awareness
- PBS Certification Level



Teams Trained = 32
Teams with TOET = 24
Organizations = 12

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Encouraging Local, Regional, and Statewide Decision Making

Acute Care Related Measures – Community (For Internal Use)

- Quality of life
- Incidents/restraint/injury
- Staff attrition/retention
- Climate surveys
- Fidelity of implementation

Summarized Data for Each Organization



Local Level Advocate Leadership

Summarized Data Across Organizations--Decide Together What Data to Share



Acute Care Related Measures Hospitals (for Internal Use)

- Discharge delay length
- Staffing levels
- Restraints employed
- Injuries
- Secondary infections
- Satisfaction/experience

Summarized Data for Regions



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Examples of Statewide Recognition to Providers

Missouri

- Annual recognition and awards for providers
- Pay providers to attend more extensive training
- Additional monthly stipend to submit data related to implementation

Minnesota

- [Annual recognition](#) and awards for providers
- Assistant Commissioner of Aging and Disability Division of DHS [recognition video](#) & small symbolic gifts to share with team members
- Working on recommendation to change HCBS waiver reimbursement system to move away from degree qualification to competency based training
- Funding to regional pilot teams who are meeting to build capacity at the local level (funds for facilitators, collecting data)

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Provider Story of Implementation

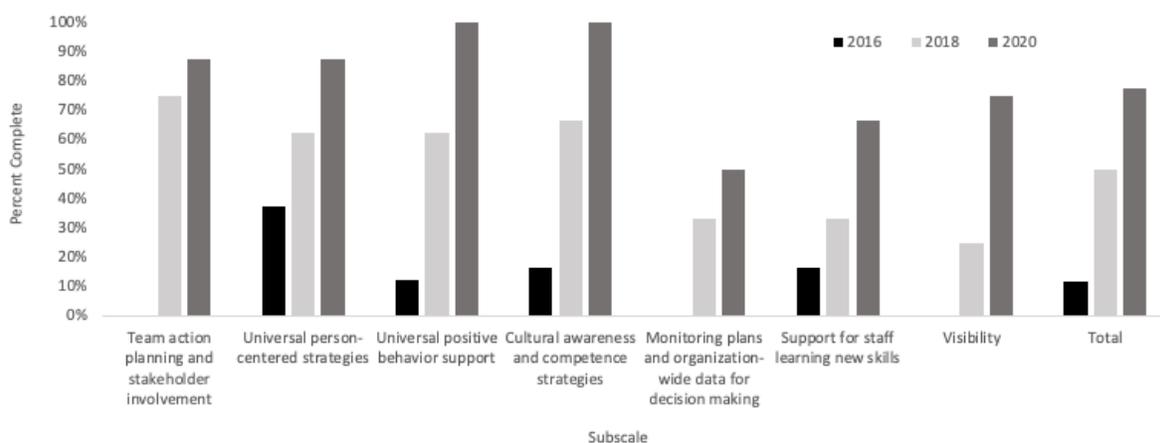
Organization Characteristics

- Within city of 85,852 people
- Supporting 77 people, 200 staff members
- Data implementing 2016-2020
- Supports to people with IDD, mental illness, and traumatic brain injury



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TOET Data From 2016 – 2020 for the Case Study Example



Freeman, R., Simacek, J., Jeffrey-Pearsall, J., Lee, S., Khalif, M., & Oteman, Q. (2022). *Development of the Tiered Onsite Evaluation Tool (TOET) for organization-wide person-centered positive behavior support*. Accepted with revisions. *Journal of Positive Behavior Interventions*.

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Provider Accomplishments (Brief Review)

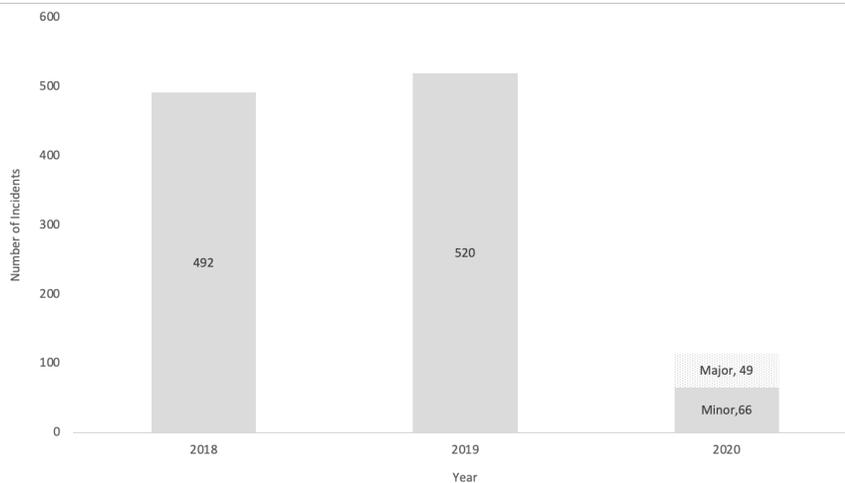
Positive Behavior Support Activities

- 12 universal team members meeting regularly
- 30 Coaches taught both PCT tools and PBS to mentor staff
- Targeted “matrix” created in 5 locations within organization
- Created measurement system for incident reports
- Direct observation system piloted connected to supervisory system
- PBS Facilitators & Picture of a Life trained facilitators in training (tiers 2/3)

	Cleaning	Meal Prep	Cleaning up After Dinner	Grocery Shopping
Respect	Get chores done on time, before dinner	Say, "thank you." Offer each other compliments on good food.	Honor each other's process, but keep up the timeline.	Tell the other person if you are not going grocery shopping. Watch for other people's feet while driving the car. Be OK with what the other person picks out.
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Annual Incident Report Data 2018-2020



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Thank you for your time!

Contact Information

Rachel Freeman

Email: freem039@umn.edu



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Minnesota Positive Supports Defined

Refers to all practices that include the following characteristics:

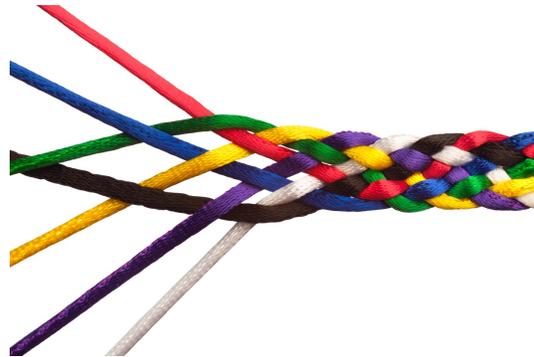
- 1) Person- centered interventions that demonstrate cultural competence and respect for human dignity
- 2) Evidence- based and promising practices
- 3) Include strategies for ongoing assessment and monitoring at individual and organizational levels
- 4) Are often implemented in combination with more than one practice



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Examples of Positive Support Strategies

- Person- centered thinking/ planning- foundational values
- Positive behavior support
- Applied behavior analysis
- Assertive community treatment
- Cognitive behavior therapy
- Dialectical behavior therapy
- Motivational interviewing
- Wraparound planning/ Systems of care
- Trauma informed practices
- School- linked mental health



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MNPSP.ORG Website Training Materials Page

The screenshot shows the homepage of the Minnesota Positive Supports website. At the top, there is a navigation bar with links for 'Overview', 'What's New', 'Site Map', and 'Events'. Below this is the site logo 'Positive Supports MINNESOTA' and a search bar. A secondary navigation bar includes 'Home', 'Topic Areas', 'Positive Support Practice', and 'Training Materials', with the latter being circled in red. The main content area features a large illustration of diverse people in various poses and colors. Below the illustration, the text reads 'Welcome to Minnesota Positive Supports Website'. The page is divided into three columns: 'This website is for:' with a list of roles (Mental health providers, Disability services providers, Social Workers, Educators, Anyone in the helping profession, You are a person receiving services, A parent or a loved one of a person receiving services); 'All people want to be respected, have choices, and feel safe.' with a definition of positive supports and a list of goals (Build on a person's unique strengths, assets, interests, expectations, cultures, and goals; Respect the rights and individuality of each person, and); and 'Recent Events and Presentations' with an 'Upcoming Event' section for the 2019 AAIDD Annual Conference and an 'Opportunity for Minnesota Families' section.

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Creating a Common Language

**Minnesota's Standards of Practice: Positive Behavior
Support Across the Lifespan**
[Visit the Standards of Practice](#)



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MNPSP.ORG Resources Online

[Positive Social Strategies](#)

Examples From Page...

- [Positive Social Strategies Self-Assessment](#)
- [8 Dimensions of Wellness](#)
- [The Power of Positive Thinking](#)
- [Why Mindfulness is a Superpower](#)

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Resources



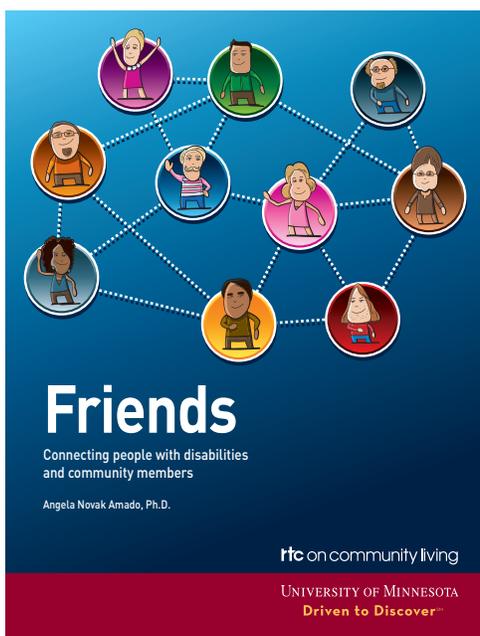
[Home and Community Based Modules](#)

[MNPSP.ORG Universal Social Skills](#)

[Implementation Resources](#)

[Learn More About Person-Centered Strategies](#)

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[Friends: Connecting People with Disabilities and Community Members](#)

MNPSP.ORG

- Training Materials
- Universal Social Skills

http://rtc.umn.edu/docs/Friends_Connecting_people_with_disabilities_and_community_members.pdf

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Quality of Life Links

- [Quality of Life Tools for Caregivers](#)
- [My Best Life: A Tool to Tell Others How You Feel](#)
- [Family Quality of Life Survey](#)
- [Quality of Life Resources from Home and Community PBS Network](#)
- [World Health Organization Quality of Life Assessment](#)



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Partner Information

Adele Dimian
 dimia006@umn.edu
 Institute on Community Integration
 University of Minnesota

Dani Dunphy
 dunphyd@stlouiscountymn.gov
 Institute on Community Integration
 University of Minnesota

Dupree Edwards
 dupedshow@gmail.com
 Institute on Community Integration
 University of Minnesota

Rachel Freeman
 freem039@umn.edu
 Institute on Community Integration
 University of Minnesota

Jennifer Jeffrey Pearsall
 jjpearsall@midatlanticpbis.org
 Sheppard Pratt
 Maryland

Jessica Simacek
 sima0034@umn.edu,
 Institute on Community Integration
 University of Minnesota

Margaret Moore
 hewit005@umn.edu
 majja1211@yahoo.com
 West Virginia

Ashley MacSuga-Gage
 ashley.macsuga@gmail.com
 University of Florida

Seunghye Lee
 dimia006leex6959@umn.edu,
 Institute on Community Integration
 University of Minnesota



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