Finding an Individualized Solution for Your Agency's Concerns

How Your Agency Can Make a Better Plan for Today and Tomorrow with DMH

Phillip Bozich, MEd
SLRO - Behavior Resource Team Supervisor
State of Missouri Department of Mental Health
April 2018

Why are you here today?

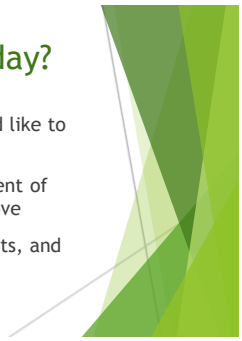
- You are dedicated to serving others who need assistance
- You have faith in what you are doing and why you are doing it
- You need some assistance yourself

Why are you here today?

- The people we all serve are inherently challenging to support
- Many people who come to work for us often start out with no idea how to support them
- Teaching staff how to work with the individuals we serve is not easy, either

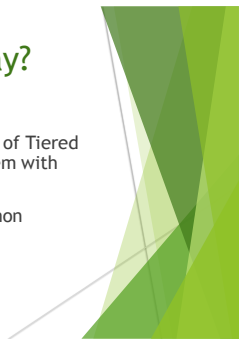
Why are you here today?

- You have the courage to say you'd like to improve what you are doing
- You are curious how the Department of Mental Health can help you improve
- You've heard about Tiered Supports, and you want to know more



What is our goal today?

- To help you get a sufficiently solid understanding of the many features of Tiered Supports so that you can discuss them with your agency
- To try and answer a lot of the common questions that many of you have



What's first?

- What is Tiered Supports
  - *How does it work*
  - *What does it cost*
  - *Why it is valuable to your Agency*
- What management will need to do to support it
- How you will be able to know when it is working

What is Tiered Supports ?

What is Tiered Supports ?

- What is it NOT ?

Tiered Supports
is <u>not</u>
Tools of Choice

Tools of Choice

- Tools of Choice is the competency-based, "best-practices" curriculum for behavior support utilized by DMH's Regional *Behavior Resource Teams* (BRT)
  - Based in Applied Behavior Analysis
  - Consistent with Positive Behavior Supports
  - Compatible with all Missouri Quality Outcomes

Tools of Choice

- Tools of Choice is also specifically designed …
  - To be simpler and easier for lay implementers *(such as parents and staff)* to learn and use in everyday settings and situations
  - So that they can be more successful independently and when working with professionally-trained behavior specialists

Tiered Supports

- Tiered Supports is what DMH calls its program of planning for success in behavioral health care management that focuses on developing an organization-wide approach to efficient and effective care provision
  - Based in Behavioral Science, Educational Science, and the science of Implementation
  - Utilized in Missouri's School-Wide Positive Behavior Supports (SW-PBS) Initiative

Tiered Supports

- Tools of Choice can be used as a part of your Tiered Supports strategy
  - We highly recommend it, because they are highly compatible
  - But it is only a part of an overall approach to developing a systematic approach to success for your agency, your individuals and your staff

Just teaching
everyone in your organization
Tools of Choice
is not the same as using
Tiered Supports

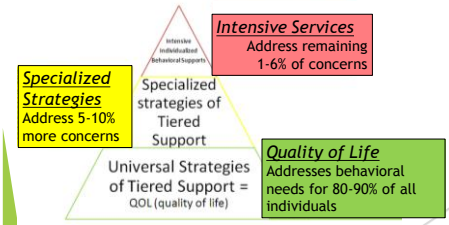
Tiered Supports & Tools

- Together, Tiered Supports and Tools help providers develop behavioral health care systems that:
  - Serve individuals better
  - Improve their overall quality of life
  - Improve the quality of services provided
  - Reduce behavioral challenges and reportable events
  - Reduce long-term costs associated with employee discipline, turn-over and training

What does Tiered Supports look like?

- Shares many characteristics with Missouri's School-Wide Positive Behavior Support Initiative (MO SW-PBS)
- Improves your systems by using Person-Centered Strategies
- Decreases the need for higher levels of behavioral support services

What does Tiered Supports look like?



Intensive Services
Address remaining 1-6% of concerns

Specialized Strategies
Address 5-10% more concerns

Quality of Life
Addresses behavioral needs for 80-90% of all individuals

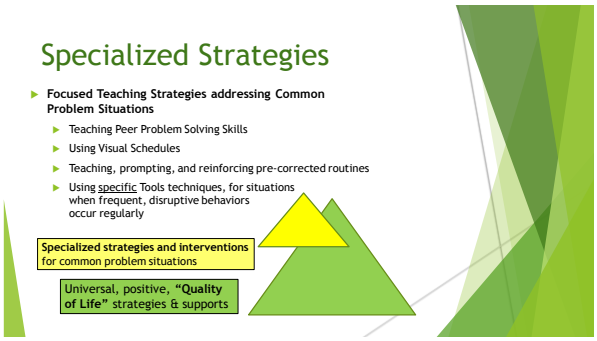
Universal Strategies

- **Person-Centered Planning**
  - Staff are knowledgeable about what's important to the people they are supporting and are actively assisting them to work toward achieving those identified goals
  - Staff are assisting individuals in learning skills that will assist them in reaching their own goals
- **Missouri Outcomes**
  - Staff are providing opportunities to individuals to:
    - have control of their daily lives
    - feel safe, participate in the community, enjoy their lives and work with dignity

Universal, positive, **"Quality of Life"** strategies & supports

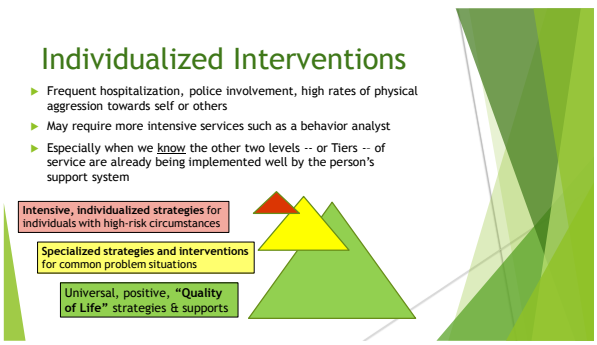
Specialized Strategies

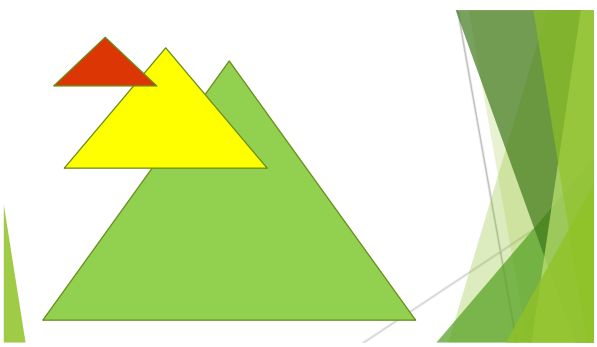
- **Focused Teaching Strategies addressing Common Problem Situations**
  - Teaching Peer Problem Solving Skills
  - Using Visual Schedules
  - Teaching, prompting, and reinforcing pre-corrected routines
  - Using specific Tools techniques, for situations when frequent, disruptive behaviors occur regularly



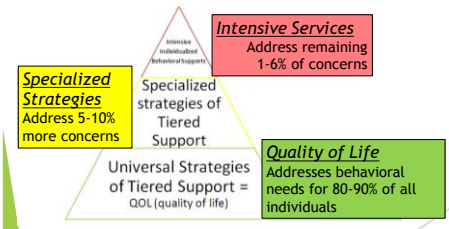
Individualized Interventions

- Frequent hospitalization, police involvement, high rates of physical aggression towards self or others
- May require more intensive services such as a behavior analyst
- Especially when we know the other two levels -- or Tiers -- of service are already being implemented well by the person's support system

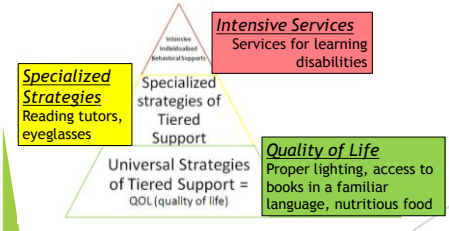




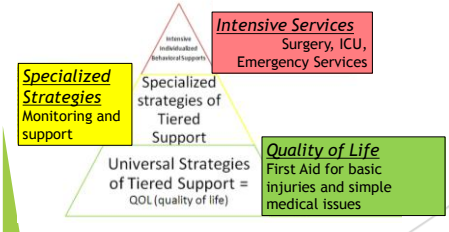
What does Tiered Supports look like?



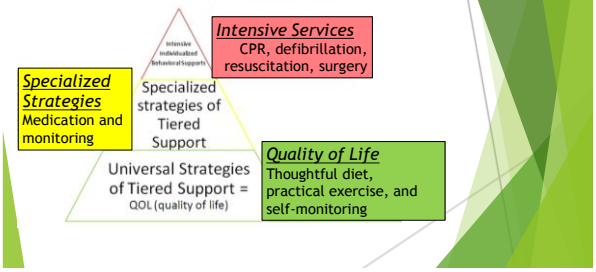
What does it look like in schools?



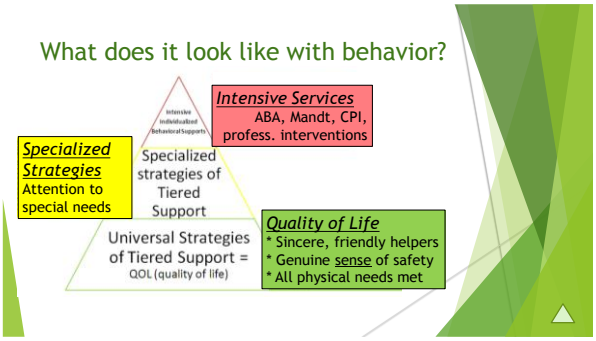
What does it look like with injuries?



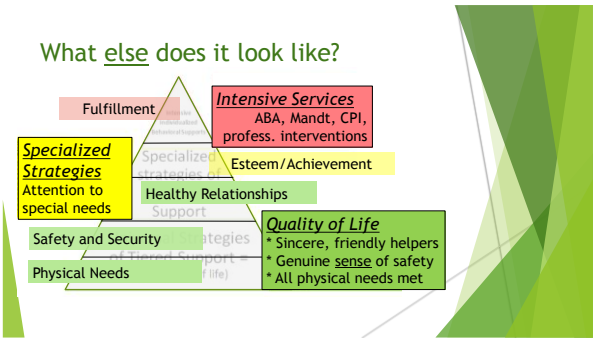
What does it look like with illnesses?



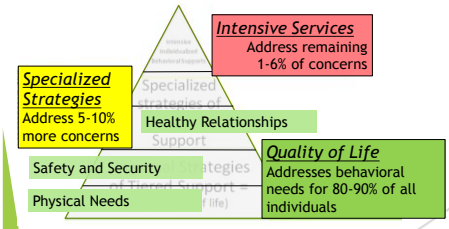
What does it look like with behavior?



What else does it look like?



What does it look like?



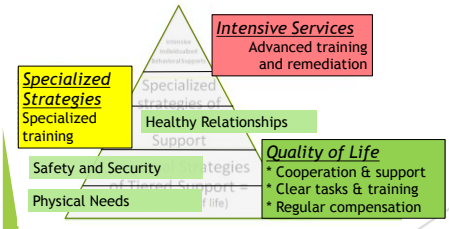
How does it work?

- Establish a healthy, positive, enriched environment for everyone at your agency -- not just the people you serve
- Build support among administration and family decision-makers for participation and leadership
- Develop a common approach to teaching and providing encouragement for what should be done, and for avoiding punishing and inefficient practices
- Improve procedures for continually evaluating and re-evaluating the effectiveness of all processes, while providing coaching, feedback, and training to encourage and maintain success

How does it work?

Pay attention to what people are doing right.

What does it look like with staff ?



How does it work?

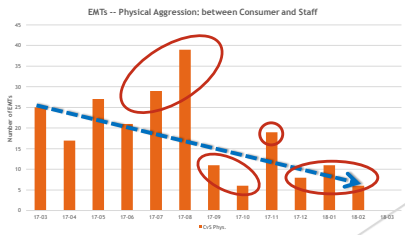
- Support your staff in feeling valued and appreciated in their work
- Provide staff with the tools necessary to be successful in supporting individuals
- Improve the individuals' quality of life to reduce the need for undesirable behavior

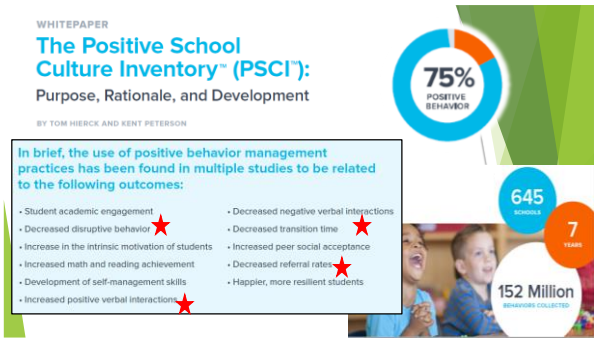
How does it not work?

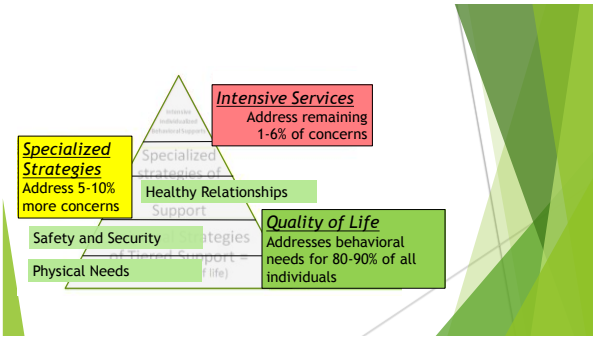
How does it not work?

"We don't check on them until they are screaming really loud, because until then -- we know they don't really need it."

How does DMH know it works?







How does it work in schools ?

- *Number IEPs (special plans for problems) approximately 20%*
- *Overall number of office discipline referrals*
- *Administrative and discipline time for staff and principals*

- Improved academic performance for students
- Improved staff morale and retention
- Increase in available, productive, academic teaching time

St. Louis Post-Dispatch
Feb 6, 2017

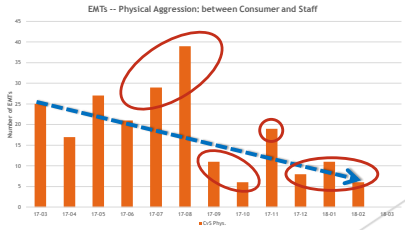
Education

St. Louis schools look to change school culture with new approach to discipline

	2015-2016 *(to February)*	2016-2017 *(to February)*	
preschool --> 2nd	367	13	96 % decline
all other grades	2,837	954	66 % decline

http://www.stltoday.com/news/local/education/st-louis-schools-look-to-change-school-culture-with-new/article_4dd4fd8f-7b0d-5ee6-ac06-ba7cc384cec3.html

How does DMH know it works?



How does it work for us ?

- *Need for Behavior Support Plans*
- *Overall number of incident reports (EMTs)*
- *Time spent addressing crisis and behavior problems*

- ***Better Quality of Life***
- Increased learning and achievement of ISP goals
- Improved staff morale and retention
- Increased productive time for learning and meaningful life activities

How does it work for you?

- You establish an internal, systematic approach, with your own internal leadership team
- Building on your existing practices, and finding ways to improve them
- With the support and guidance of your Regional BRT partners

How does it work at all?

"The biggest challenge is, it's a mindset shift.

We also realize we want to grow as fast as we can, but as slow as we must."

David Hardy
district deputy superintendent for academics for SLPS

http://www.stltoday.com/news/local/education/st-louis-schools-look-to-change-school-culture-with-new/article_4dd4fd8f-7b0d-5ee6-ac06-ba7cc384cec3.html

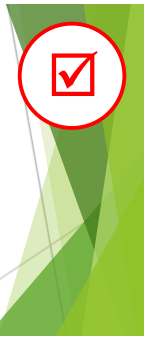
What does it cost ?

- Commit to building a sustainable system
- Dedicate yourselves to consciously doing more than just protecting consumers and making sure staff are in compliance
- Focus on supporting your staff in learning and consistently providing high-quality support that positively impacts consumer quality of life
- Learn how to always be looking for and reinforcing your organization's successes

What does it cost ?

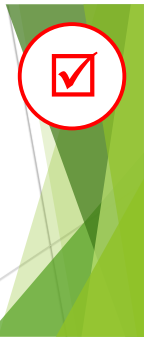
- **Commit to building a sustainable system**
  - Meet with you local Agency Team (or 'A-Team') and your BRT consultant at least once per month
    - Probably 60-90 minutes
    - Review data on success and challenges
    - Discuss Strategies
  - Develop Policies, Practices and Procedures
  - Establish an Agency Action Plan for Progress and Success … and follow it

What does it cost ?



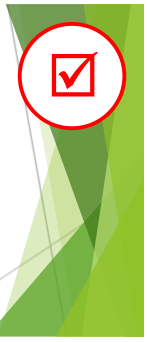
- **Dedicate yourselves to doing more than just protecting consumers and making sure staff are in compliance**
  - Focus on what you *want* to see, not on what you *don't* want to see
  - Make measuring what is working at least as important as measuring what is not working, so that management and staff are aware of and thinking about positive, quality of life concerns

What does it cost ?



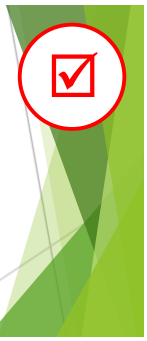
- **Focus on supporting your staff in learning and consistently providing high-quality support that positively impacts consumer quality of life**
  - Prepare your staff and your consumers to meet challenges by developing training practices to build positive skills, rather than just telling them what not to do
  - Teach them to support one another in using those skills

What does it cost ?



- **Learn how to always be looking for and reinforcing your organization's successes**
  - Know what good quality of life looks like
  - Look for what sustains and improves quality of life
  - Celebrate when quality of life improves
  - Celebrate when quality of life is good

What does it cost ?



- DMH provides consultation for Agency Tiered Supports (ATS) at no cost
- DMH provides training in Tools of Choice at no cost
- Your agency's only "hard" cost is staff time spent on ATS planning and/or Tools training
  - *The amount of money saved by reducing future staffing expenses (such as continuous new hiring, training, and re-training) should off-set any costs for initial staff time spent on participation in ATS or Tools training*
  - *You also decide how much and how quickly your agency devotes resources to these projects*

- ***2016 Staff Stability Survey Report*** *(January 2018)*
  www.nationalcoreindicators.org
- *20 States including Missouri, Illinois, Indiana, Nebraska, Ohio and Tennessee*
- *3,000+ provider agencies employing 1,200,000 DSPs*

NADSP

HSRI Human Services Research Institute

NASDDDS
National Association of State Directors of Developmental Disabilities Services

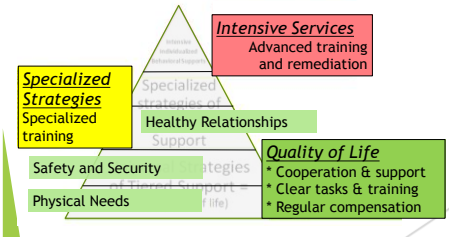
- ***2016 Staff Stability Survey Report*** *(January 2018)*
  www.nationalcoreindicators.org
- *20 States including Missouri, Illinois, Indiana, Nebraska, Ohio and Tennessee*
- *3,000+ provider agencies employing 1,200,000 DSPs*
- *45% turnover rate*
- *540,000 DSPs to replace annually*

NADSP

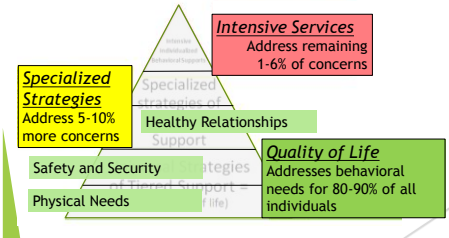
HSRI Human Services Research Institute

NASDDDS
National Association of State Directors of Developmental Disabilities Services

How do we address the cost ?



How do we address the cost ?



How do we support it ?

- What does our management team need to do to make sure this works?
- How do we get the most out of it?
- How fast can we get this in place across our entire organization?

How do we support it ?

"The biggest challenge is, it's a mindset shift.

We also realize we want to grow as fast as we can, but as slow as we must."

David Hardy
district deputy superintendent for academics for SLPS

http://www.stltoday.com/news/local/education/st-louis-schools-look-to-change-school-culture-with-new/article_4dd4fd8f-7b0d-5ee6-ac06-ba7cc384cec3.html

How do we support it ?

- Establish a team (an 'A-Team') to guide your process by:
  - Driving the change process and making implementation consistent and practical
  - Managing implementation of practices
  - Ensuring consistent implementation of practices
  - Watching for "best outcomes" for individuals and employees

How do we support it ?

- Who is the A-Team?

How do we support it ?

- Who is the A-Team?

How do we support it ?

- Who is your A-Team?

How do we support it ?

- Who is your A-Team?
  - **Agency administrator(s)** *(executives/directors, human resources, finance -- actively following and supporting)*
  - **Agency professionals** *(program coordinators, quality assurance, home managers -- coaching and supporting)*
  - **Direct support professionals and supervisors** *(implementing)*
  - **Guardians/family members** *(participating)*
  - **Supported individuals** *(participating)*
  - **Other agency personnel** that are highly motivated to move towards a sustainable, positive, behavior support system

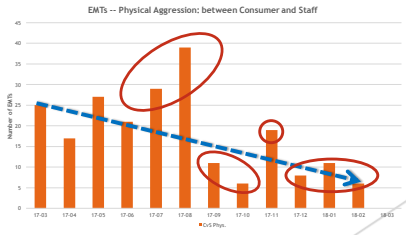
How do we support it ?

- Meet regularly with your BRT consultant
  - Let them help you work out what your goals should be and how you can best accomplish them
- Meet with other ATS agencies, learn from them
- Collect and analyze data about what you are doing
- Be patient
- Be practical
- Follow the system

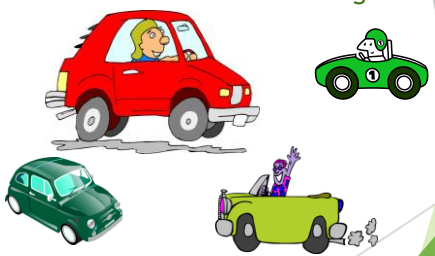
How will we know it's working?

- In Missouri, we say, *"Show Me"*
  - In Tiered Supports, we say, ***"Show Me … the Data"***
- Data is important
  - It shows what is actually happening instead of what we assume is happening
  - Points to strengths and weaknesses
- Collecting and analyzing data will show trends and give information that can be the basis for decision making

How does DMH know it works?



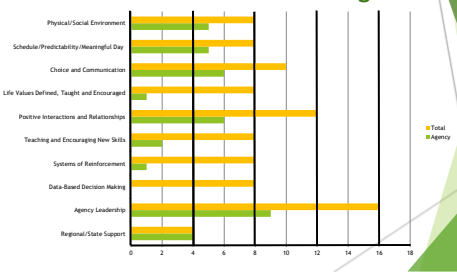
How will we know it's working?



How will we know it's working?

- **ASSET – Agency Systems Support Evaluation Tool**
  - An independent baseline assessment using uniform standards
  - Identifying strengths and weaknesses
  - Helping you target areas for action
- **"Positive/Negative" Environmental Observations**
  - Regular evaluations of the working and living environment and relationships shared by your staff and consumers
- **EMT Reports Analysis**
  - Reviews of reported events that are occurring in your facilities
  - Assistance with analysis about what they may indicate is going on and what you can do to improve those situations
- ***Analysis of formal reinforcement systems***
  - Cooperative evaluation of the systems you develop and put in place to reinforce your systems, to determine their effectiveness

How will we know it's working?

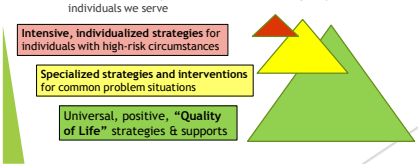


Why do it this way?

- Implementation science shows us that none of the old ways for system change work by themselves
  - **Telling** -- Just disseminating information to folks does not mean they will use it
  - **Teaching** -- Just training people doesn't mean they will do it
  - **'Making'** -- Laws and compliance-based efforts don't work
  - **Rewarding** -- Just using incentives or money to motivate your staff does not work long term
- Trying to achieve successful implementation without ongoing support and resources simply does not work
- The Tiered Support model combines all of these

Why do it this way?

- **Remember:** Our goal is to consistently use practices that improve the quality of life for all individuals we support
  - This is the best way to prevent problems that lead to crisis situations and challenging behaviors
  - This is the best way to work towards the best quality of life for individuals we serve



What benefits should we see?

- Free assistance with data collection and analysis
- Free comparative data *(within agency and among local agencies)*

- Improved quality of life and less crisis behavior for supported individuals and staff
- Decreased need for higher level behavior services

- Decreased staff turnover
- Better trained staff
- Happier employees who feel valued and appreciated

- Improved individual outcomes
- Improved agency outcomes

Why use Tiered Supports?

- It is a scientifically-substantiated approach to organizational and individual behavior improvement
- It has been proven successful for agencies all over Missouri
- It is a "partnership program" with DMH, not a mandate
- There are no up-front costs, and participation generally lowers staff turn-over issues
- So you can be more successful caring for people

MISSOURI DIVISION OF DEVELOPMENTAL DISABILITIES

Improving lives THROUGH supports and services THAT FOSTER self-determination.

MISSOURI DIVISION OF DEVELOPMENTAL DISABILITIES

Improving lives THROUGH supports and services THAT FOSTER self-determination.