To Infinity and Beyond

Transforming Statewide Service Delivery Systems

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Initial statewide Reform Efforts

Transition our thinking and our system

“What programs do you qualify for?”

TO

“What do you need to meet your goals?”

What kind of framework will support this?
State System Change effort

Move from pockets of excellence to statewide strategy

Initial Transformational Initiatives:
- Assessment and Support Planning
- Common Service Menu
- Provider standards
- Rates system
External Change Pressures

Jensen Settlement Agreement and federal court oversight
  • Change in state operated services
  • Positive Support Rule
  • Olmstead Plan

Federal and state pressures
  • HCBS Rule
  • WIOA
  • State demographics and workforce pressures
  • Long term sustainability of long term services and supports
Minnesota’s Olmstead Plan

People with disabilities are living, learning, working, and enjoying life in the most integrated setting.

Opportunities and freedom for
  • meaningful choice, self determination and increased quality of life
  • economic self sufficiency and employment options
  • choices of living location and situations
  • participation in community life

Having supports to allow for these choices
Minnesota’s Olmstead Plan

Person-centered Practice and Quality of Life are the Cornerstones of the Olmstead Plan

• If adapted and practiced across the system, will result in people being able to make informed choice for themselves and having a higher quality of life

• This vision applies across state agencies, with specific deliverables required by the Departments of Human Services, Employment and Economic Development and Education
Developing a Person-Centered System

Engaged the U of Minnesota’s Institute on Community Integration and Support Development Associates

Laying the Person-Centered Foundation
• Valuing Person-Centered Practices and Person-Centered Plans
• Raising Expectations

Scaling Up
• Building Capacity for Person-Centered Practices and Professionals
• Developing a Training and Technical Assistance Infrastructure
• Alignment of policy, funding, regulations and practice
Developing a Person Centered System

Michael Smull
Support Development Associates
September 2016
It is more than planning

Person centered planning – by itself
Results in
Better paper
More often than it results in
Better Lives
It is also more than examples of best practice. We have to move from isolated examples to a person centered system
One Approach:

Person Centered Thinking leads to

Person Centered Practices which lead to

Person Centered Organizations which create

Person Centered Systems that support Person Directed Lives
Levels of Change

Level 1
Any change 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.

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.
From individual to system change

Level 1 changes
- Change what we can change

Level 2 changes
- Working Not Working
- Organisational level
- Implementing Person Centred Practices

Level 3 changes
- Working Not Working
- System level
- What we can’t change

SDA LLC 2009
It requires more than training
Change Agents and Change Targets

Person Centered Thinking & Coaches

- Exposure
- Competence
- Habit

Level 1 changes

Changes inside Current Efforts

Interest from Org & System Leadership

- Structured Ways of Listening to Coaches

“Easy” Level 2 & 3 Changes

Changes in Practice

Commitment from Leadership Plus Quality Management Skills

- Creating a Learning Cycle

“Difficult” Level 2 & 3 changes

Changes in structure
It all comes back to leadership

• Multiple efforts have demonstrated that leadership, at all levels, has to –
  • Have sustained engagement
    • From developing the vision through implementation
  • Have the same skill training as those who implement
  • Understand change management
  • Expect and address resistance
  • Understand that while they are change agents success will require being change targets
For more information

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Transforming Statewide Service Delivery Systems

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Transforming Statewide Service Delivery Systems

- Create A Compelling Vision
- Think Big - Go Big
- Build A Layer Cake
- Invest Dollars to Make Change
- Listen to Buzz Lightyear
Transforming Statewide Service Delivery Systems

If you would like further information about transforming to a Person Centered Organization, we will share our redesigned policies and processes which support our person centered practices.

Talk to us
Visit our website at www.mainsl.com
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Hennepin County

- Area specific efforts-depth
- Horizontal efforts-service integration
- Department-wide efforts-breadth
- One year work plan
- Five year work plan
Hennepin County HSPHD outcomes

• The people we support will be able to make decisions about their own lives that are supported by their individual community support plan.

• Employees will feel confident with person-centered thinking, will be sufficiently supported, and are trusted to take action.

• The four areas within HSPHD will fully embrace a culture of person-centered thinking throughout the organization.
Hennepin County

• Weaving into performance management and employee development
• Weave into meeting structures
• 2 Day training rollout
• Create different levels of information so can see opportunities for authentic implementation
• Organizational picture of how fits in and complements other efforts
• Writing job descriptions
• Internal and external communications
Hennepin County

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Transforming Service Delivery with PCT
Residential Services Inc. (RSI)

- Support people with any need
- Geographically dispersed
- Serve 250 individuals
- Employ 500 staff
- Diverse range of services
  - Residential
  - In Home
  - Respite
  - ARMHS
  - Outpatient Counseling
Changing the Way People Think

• Two-day PCT training for all levels of the organization.
• Designated Trainers for PCT focused OJT for every new RSI employee.
• One-page personal descriptions for every employee and person served.
• Treating employees with the same PCT practices we are asking them to use with the people they serve.
Driving Sustainable Organizational Change

• Creating PCT HR Practices for hiring, job matching, orientation, and performance management.

• PCT Quality Assurance team to monitor process improvement activities for use of PCT planning and decision making tools.

• PCT “Deep Dive” to align organizational activities with vision, mission and values.

• Communication and access to resources (Buzz, PCT Intranet site)
Challenges and Barriers

- Upfront costs for training and implementing changes.
- Getting all employees to understand and commit to PCT philosophy of sharing power with the people they serve.
- Replacing, and not adding to, the existing processes and practices in place for regulatory reasons.
- Having to change just about everything we do in some way.
How PCT Practices Save Money

• RSI has seen a reduction in worker’s compensation costs as a result of fewer employee injuries resulting from less assaultive behavior from people served.
• Reducing staff turnover. Use of PCT practices with employees increases job satisfaction. Successful use of PBS results in safer work place.
• Helping people achieve goals in PCP has resulted in reduced staffing needs, fewer 911 calls, and fewer ER visits.
How PCT Practices Can Guide Policy

- Embedded DHS leaders in project cohorts to learn about needed level 2 and level 3 changes – Practicing listening, learning, and then acting.
- DHS, Counties, and providers learning to use PCT practices with each other to improve relationships and communication.
- Use of Communities of Practice to share and train on PCT.
- Creating new learning paths for DSPs with more focus on PCT.
Systemic changes

• Interview during assessment process
• Balancing *important to* and *important for* as foundation for support planning
• Licensing standards based on person’s plan
• Statewide access for providers and people who self direct to College of Direct Support
• Alignment of lead agency review protocols with expectations for person centered planning and practices
• Changes in data collected and what will be measured
• Moving to competency based training and supervision of direct support professionals
• Department of Human Services preparing to enter into five year organizational change initiative
Person-Centered Practice: Lessons Learned

• Change comes from engagement of every level of the system
• Distinction between person-centered planning and person-centered practice is important
• Buy-in from people and families is key to change
• Training needs to be targeted in order for maximum impact
• Ongoing mentorship is essential to strengthening training infrastructure
• One size does not fit all: resources and trainings must reflect this
• Person-centered practice is not an additional box to check, it is the way things are done
Next Steps

• Department of Human Services participation in a five year organizational change initiative
• Expansion of the regional training model and linking to the State Quality Council
• Building training capacity throughout greater Minnesota
• Empowering trainers to provide continued trainings in their region
• Continued interdivision and interagency partnership and collaboration
• Continued efforts to implement the Olmstead Plan: person-centered plans and informed choice embedded throughout the system
• Multiple state agencies engaging in training and organizational change initiatives on person centered practices
Questions?