

# To Infinity and Beyond

## Transforming Statewide Service Delivery Systems

National Home & Community Based Services Conference

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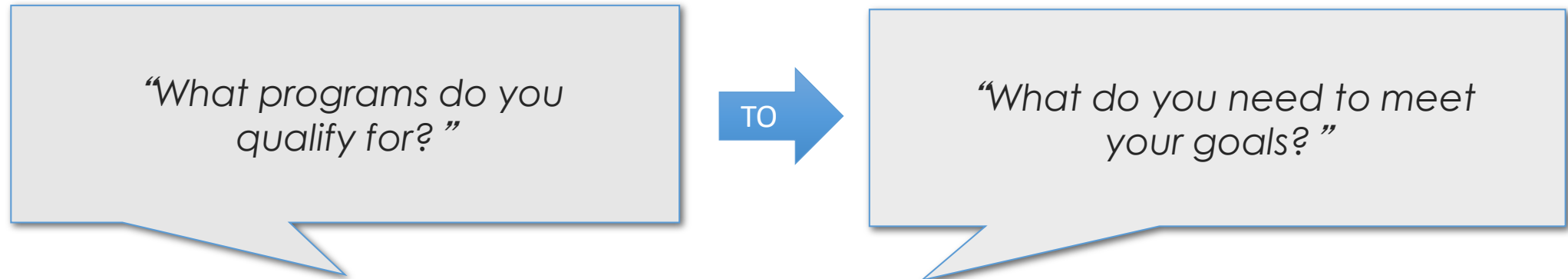
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# Initial statewide Reform Efforts

Transition our thinking and our system

options



**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**



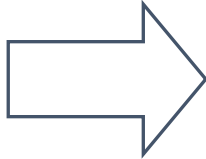
**Person Centered Organizations which create**



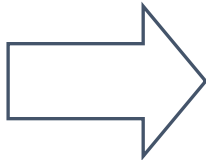
**Person Centered Systems that support  
Person Directed Lives**

# Levels of Change

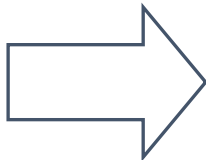
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Level 1  Any change that results in a positive difference in the lives of people who use services or in your own work life.

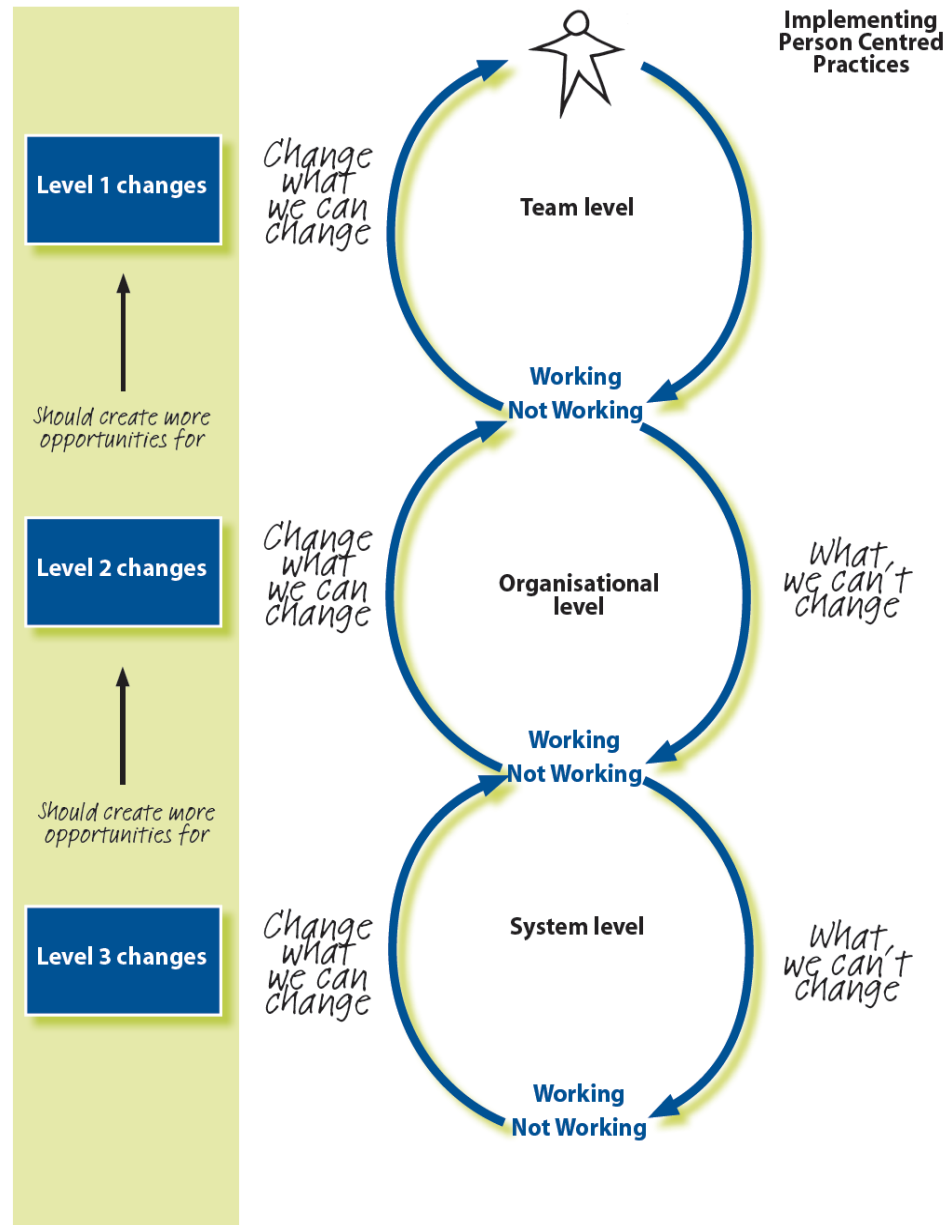
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Level 2  Any changes an organization makes to its practices, structure or rules that result in positive differences in the lives of people.

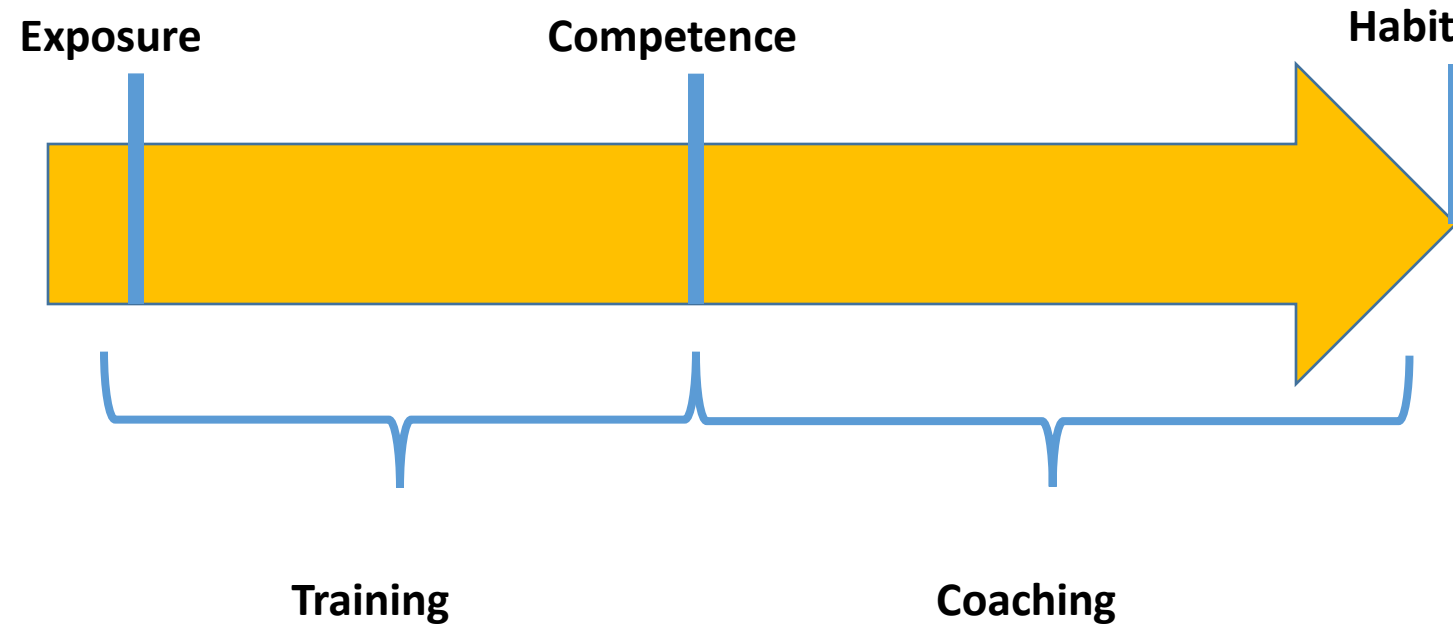
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Level 3  Any change in practice, structure and rules made at the system level. These changes have an effect on many organizations, and therefore many peoples' lives.

# From individual to system change



# 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](http://www.mainsl.com)
- 👤 Contact our office: 763 494 4553
- 👤 Email Us: [shipslog@mainsl.com](mailto:shipslog@mainsl.com)  
[teinkemeyer@mainsl.com](mailto:teinkemeyer@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

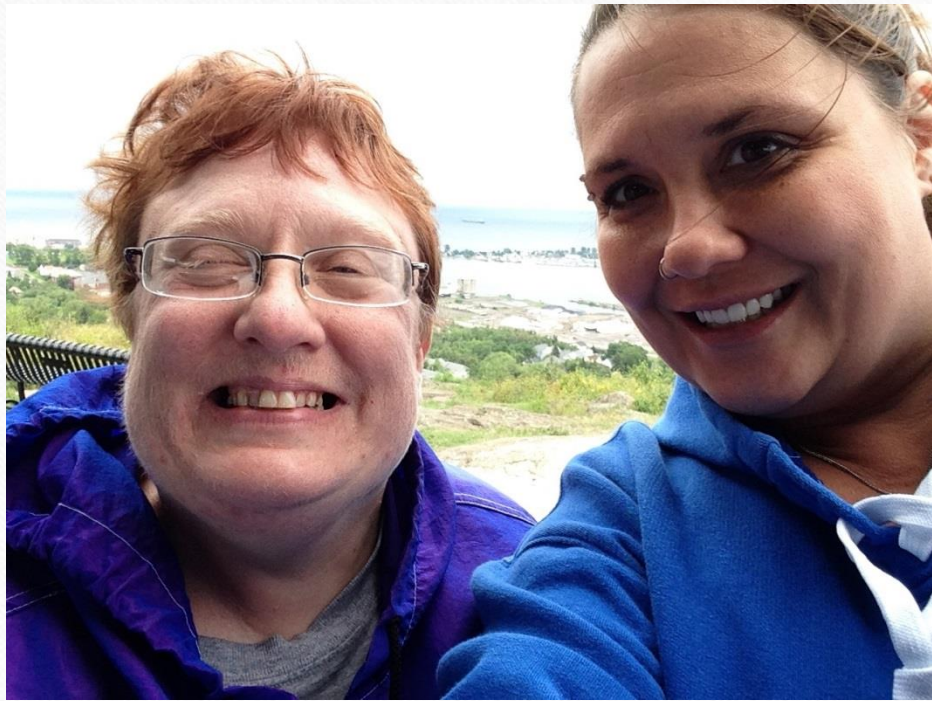
For more information:

Louella Kaufer

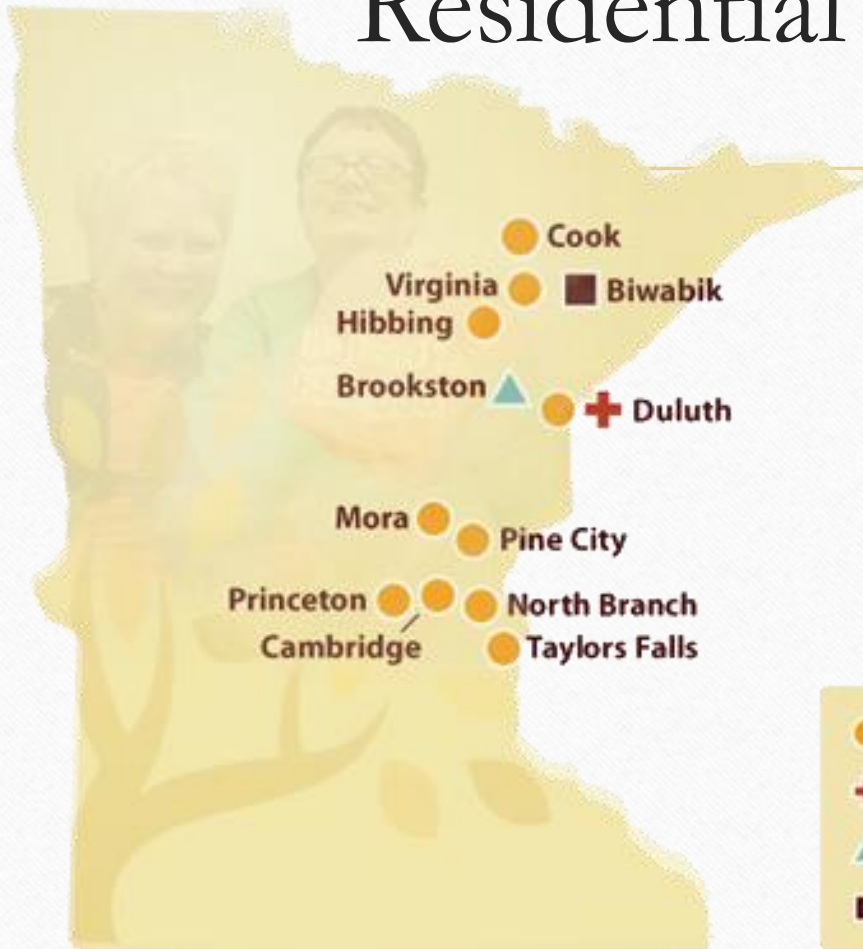
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# Transforming Service Delivery with PCT



# 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

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- 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

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- 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

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- 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

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- 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

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- 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?

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