System-Wide Implementation of Tiered Supports to Proactively Prevent Crisis and Positively Impact Quality of Life

Reinventing Quality Conference
Baltimore MD
August 2014
Objectives

- Share general information on Missouri Agency Tiered Supports
- SW-PBS /Mo Tiered Supports model alignment
- State-level implementation strategies
To systemically prevent crisis...

& To be successful:

...a person needs meaningful relationships, a predictable environment, and the opportunity to develop skills.

...the families and agencies need the knowledge, skills, tools, and support necessary to teach & encourage desirable behaviors & prevent challenging behavior.
“React, Train & Hope”

WAIT for New Problem

REACT to Problem Behavior

Select & ADD Practice

Hire EXPERT to Train Practice

Expect, and HOPE for Implementation
Implementation science has excellent evidence for what does not work

None of the old ways for system change work **ALONE**

- Just disseminating information to folks does not lead to them using it
- Just training does not lead to doing
- Laws and compliance based efforts do not work
- Leading people with incentives or money does not work
- Trying to get implementation (doing new stuff) without ongoing support and resources does not work
What might we do instead?

- Look for and implement “root” level solutions
- Develop system level supports to these new solutions
- Prioritize prevention
1:1 crisis behavior management ineffective and expensive—"focus on putting out fires"

System wide approach necessary for effectiveness and best use of resources

Modeling after Mo-SW state level systems—"not re-inventing the wheel"

Person Centered Process – focus on QOL

To implement must have training, coaching, mentoring and system support
COST EFFECTIVE

State Wide Totals of Individual Focused and Tiered Individuals Served

Individual Consultation Number of Individuals: 527
Tiered Supports Number of Individuals supported by Agencies: 1262

State Wide Totals of Individual Focused and Tiered Consultation Hours

Individual Consultation Number of hours of BRT time: 15,682
Tiered Supports Number of Hours of BRT Time: 2,704
So how is Missouri working to do this?

🔗 Tiered supports process
🔗 We build or enhance systems
🔗 And collect data
🔗 To implement practices
Person Centered Tiered Supports

Intensive
Individualized
Behavioral Supports

What? Applied Behavior Analysis – includes services of Functional Behavioral Assessments - formal assessment necessary to determine environmental factors or function of behavior and develop, monitor, train, and adjust Behavior Support Plans
How? Functional Assessment by Behavior Analyst
When? Necessary for behaviors causing significant harm, limited access to community, police involvement or hospitalizations or complex issues like early intensive programs for children with autism

Specialized
Strategies of Tiered Support

What? Focused teaching strategies
How? BRT Risk Assessment Tool and BRT generator data
When? For common problem situations or behaviors or times of day based on data post implementation of Universal strategies
Ex. 1) teaching peer problems solving skills and staff to prompt and coach using skills because there is a lot of bickering between roommates;
Ex. 2) teach, prompt & reinforce, pre-correct a routine and have staff use Tools - Stay close Routine when frequent disruptive behaviors occur at the same time of day issue [pm return home from day activity]

Universal Strategies of Tiered Support = QOL (quality of life)

What? Proactive, Preventative, Positive & Teaching based strategies for staff and families to use consistently and continuously
How? Asset – Agency Systems and Supports Evaluation Tool
When? For people supported staff would teach skills needed to “survive” in common situations
Ex. 1) For people supported staff would teach skills needed to “survive” in common situations
Ex. 2) Staff would be taught and system would support and sustain the staff doing things like catch ‘em being good; use of Tools of Choice-reinforcing desirable behaviors including significant and just okay;
developing as a team with the people supported consistent positive expectations, consistent consequences; using Tools-pivot, set expectations, use reinforcement; staff staying in proximity, scanning, moving around; using schedules-teaching staff & individuals to develop and refer to daily schedule; arranging the setting for space, # people, noise, distractions, attracting interest, etc
Agency Tiered Supports

- Has many characteristics in common with Missouri’s School-wide Positive Behavior Support Initiative
- Improves systems by using Person Centered Strategies
- Decreases need for higher level of behavioral support services
Emphasis on State Level Implementation Plan

Design and implementation of Practices, Data, Systems

- Individual
- Building/agency level
- Regional
- State
SW-PBS/Tiered Supports state-level implementation alignment

Mo DDD Tiered Supports Model
- State Level Leadership Team
  - Regional Behavior Resource Team
    - Unit of implementation = Agency or Family
      - System of Recognition of implementation
      - Trainings to be designed for Implementation phases
  - ASSET
  - EMT (incident reports)
  - Big ‘3’
- Agency/Family team – design and implement systemic Universal Strategies

Mo SW Model
- State level Leadership Team
  - Regional Consultants
    - Unit of Implementation = School Building
      - System of Recognition (Bronze, Silver Gold)
      - Training designed for implementation phases
  - SET
  - ODR
  - Big ‘5’
- School Team to design implementation of school wide Tier 1 and 2 strategies

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MISSOURI DEPARTMENT OF MENTAL HEALTH
State Wide Tiered Support Structure

Leadership Team – Invited behavior professionals from regional behavior resource teams charged to develop and implement state level planning to support the BRT functions

Regional BRT – Regional DD staff charged with providing training and targeted technical assistance for agency implementation of DD Tiered support

Agency Coach - identified by the provider agency to be the chair of the Agency Tiered Support Implementation Team and liaison for Regional BRT (pre – req skills from SWPBS?)

Agency Tiered Support Implementation Team – identified by the provider agency to develop and implement agency specific Tiered Support Implement
The Coaching Process

Initiate
- Contact with Administrator or Family Head of Household
- Set up meeting to provide overview of process and benefits

Inform
- Describe ASSET process and purpose
- Review Tools of Choice Training
- Confirm interest and commitment
- Develop Agency Tiered Supports Implementation Team (A Team)

Evaluate
- Set up meeting with A-Team
- Complete Asset with A-Team assistance
- Review Results of Assessment with A-Team and Admin

Action Plan
- Decide on areas of focus and steps for improvement and measurement of progress
- Develop action plan for A-Team tasks and Coach Tasks with Team
- Include Tools training and setting up system to implement
- Set up regular meetings to review and assist

Review
- Coach – Set regular review times for data with A-Team effects of interventions assist with interpretation of data and problem solving/decision making
- Assist A-Team to set up systematic review process for data sharing with Admin

Reinforce
- With A-Team design reinforcement for staff for implementation and data collection
- With Region/SB 40 design recognition process for Agencies who participate and successfully implement
- With BRT Steering committee design reinforcement for BRT coaches and Agencies successful implementation
MO SWPBS Outcomes

- 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
- Staff morale and retention
- Academic teaching time
Missouri’s DD wide Tiered Supports

Expected Outcomes

 NEED FOR BEHAVIOR SUPPORT PLANS

- Overall number of incident reports (CERs or EMTs)
- Time spent addressing crisis and behavior problems

INCREASED LEARNING AND ACHIEVEMENT OF ISP GOALS

- Staff morale and retention
- Increased productive time for learning and meaningful life activities

QUALITY OF LIFE
Essential Components of Tiered Supports Model

Healthy, Positive, Enriched Environment

Administration/ Family decision maker(s) support, participation & leadership

Common approach to teaching & providing encouragement for what to do and what not to do

- Clear, consistent, positive expectations (behaviors)
- Procedures for teaching expected behaviors (and functional skills)
- Continuum of Procedures for encouraging expected behaviors
- Continuum of Procedures for discouraging undesirable behaviors

Procedures for coaching, feedback, re-teaching and re-evaluating effectiveness of procedures used by family and staff

Data Based Decision Making
Environmental Evaluations (ASSET)

The Agency wide Systems Supports Evaluation Tool (ASSET) is designed to assess and evaluate the critical features of agency wide effective tiered supports.

ASSET results are used to:

1. Assess features that are in place
2. Determine goals for agency wide effective supports
3. Evaluate on going efforts toward agency-wide support
4. Design and revise procedures as needed, and
5. Compare efforts toward agency-wide effective support over time.
Sample ASSET results:

- Physical/Social Environment
- Schedule/Predictability/meaningful Day
- Choice and Communication
- Life Values Defined, Taught and Encouraged
- Positive Interactions and Relationships
- Teaching and Encouraging New Skills
- Systems of Reinforcement
- Data-Based Decision Making
- Agency Leadership
- Regional/State Support
Where are we now?
State-level

- 33 agencies have committed to participation and are active
- We have some automatic data systems
- Anecdotal reports and preliminary data from agencies are positive
- Reduction in restraints and incidents with several agencies after 9-12 months of implementation
- Regions report less crisis events for agencies participating vs those that are not
An Agency Example

Future Care Inc.

- Small agency – residential supports for 12 individuals in 3 person settings
- Rural region of state with one mid size town
- Has always been agency of good standing
- Individuals and staff are long term
- Many of the individuals came with “severe reputations”
Future Care, Inc.
Future Care, Inc. and Rolla BRT

C Care
A Appreciate
R Respect
E Encourage
# Future Care, Inc. and Rolla BRT

## Matrix: Life Values

<table>
<thead>
<tr>
<th>CARE</th>
<th>HOME</th>
<th>AUTO</th>
<th>COMMUNITY</th>
<th>WORK</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assist with needs and life skills</td>
<td>Help with seat belts</td>
<td>Dress, hair and appearance (Budgeting) Money and purchases</td>
<td>Have good hygiene</td>
</tr>
<tr>
<td></td>
<td>Being Patient Confidentially</td>
<td>Take emergency kit</td>
<td></td>
<td>On time and ready for work</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Follow work guidelines</td>
</tr>
<tr>
<td>APPRECIATE</td>
<td>Everyone’s individuality</td>
<td>Opportunities for recreation</td>
<td>Wal-Mart/McDonalds</td>
<td>Friendship</td>
</tr>
<tr>
<td></td>
<td>Everyone’s Efforts</td>
<td>Music and Laughter</td>
<td>Parks/neighbors/Families</td>
<td>Paycheck</td>
</tr>
<tr>
<td>RESPECT</td>
<td>Other’s space and property</td>
<td>Keep hands to self</td>
<td>Privacy of people and babies: property</td>
<td>No drama or gossip</td>
</tr>
<tr>
<td></td>
<td>House guidelines</td>
<td>Believe in yourself and others</td>
<td>When to call 911</td>
<td>Believe in yourself and others</td>
</tr>
<tr>
<td></td>
<td>Believe in yourself and others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENCOURAGE</td>
<td>Dreams/goals/hobbies</td>
<td>Happy attitudes and smiles</td>
<td>To be yourself</td>
<td>Volunteering</td>
</tr>
<tr>
<td></td>
<td>Personal responsibility</td>
<td>Sharing music/ seating and talking</td>
<td>Kindness and helping others</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Healthy choices/exercise Independence</td>
<td></td>
<td>Sharing joys and sadness of others</td>
<td></td>
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<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Future Care, Inc. and Rolla BRT

Staff

- Visits often
- Bag of Goodies
- What does CARE stand for?
- Tickets

Individual

- Catch using care
- Give feather to put on home bird
- Dime for each feather
- Monthly Recognition

One Way Ticket Redemption Form
Rolla and Camdenton

<table>
<thead>
<tr>
<th>Items</th>
<th>Qty of Items</th>
<th>QTY of Tickets</th>
<th>TOTAL # OF TICKETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subway $5.00 Gift Certificate</td>
<td>10 tickets</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Panera Bread $5.00 Gift Certificate</td>
<td>10 tickets</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Starbucks $5.00 Gift Certificate</td>
<td>10 tickets</td>
<td>10</td>
<td>10</td>
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<tr>
<td>McDonald's $5.00 Gift Certificate</td>
<td>10 tickets</td>
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<td>10</td>
</tr>
<tr>
<td>Chinese Restaurant $5.00 Gift Certificate</td>
<td>10 tickets</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Car Wash</td>
<td>10 tickets</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Book Store $10.00 Gift Certificate</td>
<td>20 tickets</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Movie Ticket (2 tickets) $10.00</td>
<td>20 tickets</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Pizza Hut $20.00 Gift Certificate</td>
<td>40 tickets</td>
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</tr>
<tr>
<td>Annabelle's $50.00 Gift Certificate</td>
<td>40 tickets</td>
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<td>40</td>
</tr>
<tr>
<td>Big Surf Ticket (1 Adult)</td>
<td>40 tickets</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td>Visit or Movie Gift Card $25.00</td>
<td>50 tickets</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>American Airlines Gift Certificate</td>
<td>50 tickets</td>
<td>50</td>
<td>50</td>
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<tr>
<td>Bass Pro Gift Certificate $25.00</td>
<td>50 tickets</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Marshalls Gift Certificate $25.00</td>
<td>50 tickets</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Silver Dollar City 2-day (1 Adult)</td>
<td>90 tickets</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Target Salon $50.00 Gift Certificate</td>
<td>90 tickets</td>
<td>90</td>
<td>90</td>
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<tr>
<td>Walmart Gift Certificate $50.00</td>
<td>100 tickets</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Outlets Mall Gift Certificate $50.00</td>
<td>100 tickets</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Carpe's Gas Card $50.00</td>
<td>125 tickets</td>
<td>125</td>
<td>125</td>
</tr>
<tr>
<td>Silver Dollar City Season Pass (1 Child)</td>
<td>125 tickets</td>
<td>125</td>
<td>125</td>
</tr>
<tr>
<td>Silver Dollar City Season Pass (1 Adult)</td>
<td>150 tickets</td>
<td>150</td>
<td>150</td>
</tr>
</tbody>
</table>
All Reportable Incidents

Agency committed to participate 4/30/2012

Incident reporting system changed in September 2012

www.dmh.mo.gov/dd MISSOURI DEPARTMENT OF MENTAL HEALTH
“We are 100% down (staff turnover) from last year, which is seems crazy. The major, major changes have been being part of the ASSET and implementing and encouraging tools of choice among our staff and individuals. It has had an amazingly positive impact on our agency so I wanted to thank you both, and the rest of your team!”
Agency Report of Impact on Staff Retention

Annual comparison of Staff Turnover Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td></td>
</tr>
<tr>
<td>FY 2014</td>
<td></td>
</tr>
<tr>
<td>Current year</td>
<td></td>
</tr>
</tbody>
</table>

*incomplete
Data Types for Analysis at State, Regional and Agency Levels

Utilizing existing data systems
State Wide Comparison of EMTs per Quarter

**Non-Tiered Support Agencies**

**Tiered Support Agencies**
Regional Analysis

Rolla Region All EMT's Oct 2012-June 2014
Comparing Tiered and Non-Tiered Agencies
Regional Analysis of Support Coordinator Reported Issues

KRO Tiered Agencies Issues Compared Across Fiscal Years

- FY 2012
- FY 2013
- FY 2014

Categories:
- Health
- Staff Issues
- Environmental Safety
- Money
- Rights
Regional Analysis of Human Rights Committee Referrals
Agency Level Analysis Tool

Incident Types Monthly Frequency for Identified Time Period
Quality of Life Measures

- NCI survey results
  - Medications
  - Health
  - Home
  - Employment
  - Respect, Rights and Safety
  - Relationships
  - Choice
Design and implementation of Practices, Data, Systems

- Individual
- Building/agency level
- Regional
- State
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