Maryland’s Journey:
A Statewide Implementation of Positive Behavior Supports

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Maryland’s Journey: Statewide Implementation

The Developmental Disabilities Administration (DDA) has four regional offices across the state.

**DDA’s Regional Offices**

- Central Maryland
- Eastern Shore
- Southern Maryland
- Western Maryland
Maryland’s Journey: Statewide Implementation

• In 2018, organization-wide Positive Behavior Supports (PBS) was first introduced in Maryland through a pilot
• Eight provider agencies volunteered to be a part of the pilot
• Communication with the eight agencies occurred to confirm that the interest was still there and to set up next steps
• Seven agencies agreed to be part of the pilot
Maryland Partnership and Cascade of Support

- State Implementation Team
- Regional Teams/Support
- Organizational Implementation Team
- Site Implementation Team

Coaching, Training & Evaluation

Social Competence & Academic Achievement

Outcomes

Supporting students

Information & process for effective decision-making

Systems

Data

Practices

Supporting staff
Participating Agencies

- Scale and purpose (size and focus)
  - Large system (e.g., Arc)
  - Smaller
  - Community based
  - Combination (community/residential)

- Demographics
  - Urban, populated areas – resource rich
  - Rural, few resources

- Attrition
  - 8...to 7....to 6....to 5
Maryland’s Journey: Statewide Implementation

January 2019
- ICI and PBIS Mid-Atlantic met with the state DDA team

February 2019
- Readiness webinars were conducted with the seven agencies
  - Capacity and sustainability in mind: coaching, training & evaluation
- Broken into 2 smaller groups for better communication

March 2019
- Follow up webinars done to review progress on readiness tasks
  - Positive and negative responses
Maryland’s Journey: Statewide Implementation

April 2019
• Two-day team training

May 2019
• Webinar; virtual support to teams during installation of PBIS with their organizations
• Half-day state DDA leadership team meeting

June 2019
• Webinar; virtual support to teams during installation of PBIS with their organizations
## Snapshot of Tier 1 PBS Two-Day Training

<table>
<thead>
<tr>
<th>Overview of PBS and Key Features</th>
<th>Emphasis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaming</td>
<td>Voice (individual and staff/faculty)</td>
</tr>
<tr>
<td>Resource mapping, organizational workforce</td>
<td>Training and supporting (e.g., coaching) staff/faculty</td>
</tr>
<tr>
<td>Core Values/Expectations</td>
<td>Staff buy-in</td>
</tr>
<tr>
<td>Teaching</td>
<td></td>
</tr>
<tr>
<td>Feedback/acknowledgement</td>
<td></td>
</tr>
<tr>
<td>Responding to problem behaviors</td>
<td></td>
</tr>
</tbody>
</table>
## Example: Team Initiated Problem Solving (TIPS)

### Problem Solving Process

<table>
<thead>
<tr>
<th>Date of Initial Meeting</th>
<th>Brief Problem Description (e.g., program name, group identifier, brief item description)</th>
<th>Fidelity Data</th>
<th>Date(s) of Review Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Did it work?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(Review current levels and compare to goal)</td>
</tr>
</tbody>
</table>

### TIPS Meeting Minutes Guide

<table>
<thead>
<tr>
<th>Today’s Meeting</th>
<th>Date</th>
<th>Time (begin and end)</th>
<th>Location</th>
<th>Facilitator</th>
<th>Minute Taker</th>
<th>Data Analyst</th>
</tr>
</thead>
<tbody>
<tr>
<td>Next Meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Team Members & Attendance

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>

### Today’s Agenda Items:

1. ...
2. ...
3. ...
4. ...
5. ...
6. ...

### Agenda Items for Next Meeting:

1. ...
2. ...
3. ...

### System Overview

<table>
<thead>
<tr>
<th>Overall Status Tier/Content Area</th>
<th>Measure Used</th>
<th>Data Collection Schedule</th>
<th>Current Level/Rate</th>
</tr>
</thead>
</table>

### Notes:
Maryland’s Journey: Statewide Implementation

- July - Nov 2019
  - Site visits and learning walks for baseline fidelity data collection and feedback on installation plans
  - Strengths and challenges

- June 2019
  - Half-day DDA leadership meeting

- June 2019
  - Day 3 of training for teams with the focus on data collection and valued outcomes
Learning Walks

- On site
- Leadership team
- Tiered Fidelity Inventory (IDD)
- Core features
- Visit pilot sites
- Baseline
- Technical assistance
- Range of depth
Learning Walks – Lasting Change Takes Time

Exploration
- Assess fit
- Ensure a usable innovation
- Create implementation teams
- Establish practice-policy loop

Installation
- Examine implementation drivers
- Develop practitioner readiness
- Develop fidelity measure

Initial Implementation
- Initiate improvement cycles
- Build capacity for implementation drivers
- Enhance the practice-policy connection
- Assess fidelity

Full Implementation
- Achieve fidelity
- Improve outcomes
- Sustain the practice-policy connection

2 to 4 Years
The ARC of the Northern Chesapeake

● Services:
  ○ Employment Services
  ○ Family Support Services
  ○ Treatment Foster Care
  ○ Community Living
  ○ Personal Supports
  ○ Community Partners

● Visited group home and vocational learning site
The ARC of the Northern Chesapeake

- Started with biweekly team meetings
- Various formats for meeting
  - PBS team – 1 person from each department
  - Leadership team – every person from each department
  - Town Hall – done on a quarterly basis for everyone
  - Annual Meeting – done yearly basis for everyone
- Identification of roles when in the meetings to share responsibilities
- Department Spotlight, You Matter Spotlight, Positive Behavior Support Happy Hour
# Positive Behavior Supports

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Reliability</td>
<td>Commitment</td>
</tr>
<tr>
<td>Doing the pre and post check for the van.</td>
<td>Maintain drivers license &amp; have it while transporting.</td>
<td>Arrive back to house on time from appointments.</td>
</tr>
<tr>
<td>Have everything ready before getting into vehicle.</td>
<td>Have staff badge while transporting.</td>
<td>Transport individuals separately (if needed).</td>
</tr>
<tr>
<td>Medication Time</td>
<td>Make sure meds are locked where they need to be.</td>
<td>Communicate a transportation schedule, including leaving/return times.</td>
</tr>
<tr>
<td>Take 5-10 minutes to pass information off from one shift to the next.</td>
<td>Make sure no meds, PMOFs, or MARs are outdated.</td>
<td></td>
</tr>
<tr>
<td>Take accountability for what happens on shift.</td>
<td>Make sure to sign off on meds given.</td>
<td></td>
</tr>
<tr>
<td>Finish up loose ends towards end of shift.</td>
<td>Report Issues to nurse/ supervisor immediately.</td>
<td></td>
</tr>
<tr>
<td>Shift Change</td>
<td>Give meds on time and stay within window of time.</td>
<td>Be on time.</td>
</tr>
<tr>
<td></td>
<td>Document med refusal</td>
<td>Follow protocol for calling out/notifying lateness.</td>
</tr>
<tr>
<td></td>
<td>Committing to HIPAA - maintaining privacy.</td>
<td>Communicate to peers, supervisors, and HR (if needed)</td>
</tr>
<tr>
<td></td>
<td>Thank each other when things are done correctly.</td>
<td>Follow through with all expectations of job.</td>
</tr>
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<td></td>
<td></td>
<td>Take 5-10 minutes to pass information off from one shift to the next.</td>
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PBS Agency-Wide Matrix
Department Spotlight
Vocational Site
SEEC

- Provides community supports for over 300 people to fully engage in their communities
- All of the work they do is within the community
- Met with leadership team
- At the time of learning walk had not yet implemented in 2 homes where they were work 1-3 persons
Took the concept of PBS and made the decision to make a cultural change within their agency

- How would they communicate in a deliberately positive manner as an agency?
- Lots of buy in from the beginning
- Representation from all departments
- Team meets with the executive leaders once a month to report on progress
- Building an identity that gives a purpose and mission statement
This commitment became the springboard for their PBS team to develop a purpose statement

PURPOSE STATEMENT

The Positive Communications Group is shifting a change within SEEC agency-wide to develop an environment that embodies a positive culture modeled through our communication, planning, and behavior with colleagues and the people we support.
Small and Rural Agencies

● Slower start
  ○ Administrative/clinical/mid-management – difference in staffing capacity
  ○ Staffing – barrier to active involvement within leadership team

● Range of implementation
  ○ Teaming
  ○ Pilot sites

● Appreciated the personal contact
Where Is the DDA Going?

For the next 2 years:

○ Training and mentoring for Regional teams
○ Continue to train and support Cohort 1
  ■ Expanding into more sites within organization
  ■ Expanding into secondary prevention
○ Begin Cohort 2 implementation process
  ■ Readiness webinars
  ■ Two-day in-person training
  ■ Learning walks at pilot sites
  ■ Three-day in-person training
Lessons Learned

- Plan for attrition
- Build state-level, regional team
- Importance of starting with capacity and sustainability in mind
  - Key elements (i.e., running team meetings) will generalize
- Necessity of on-site visits
- Data scares people - tread lightly
- Working smarter, not harder
Acknowledgement

The organizations below contributed to this training