Why don’t we have a person centered system already?

• Person centered planning has been around for over 20 years
• Best practice examples, such as agencies that support people in lives of their own choosing in their communities, are present in every state
• *We know how to fund people rather than capacity*
We have examples which demonstrate people with disabilities can be:

- Both happy and safe
  - and
- Fulfilled and healthy

While
- Living in their communities
  - With lives they determine
  - At a cost the system can afford

So we need to ask -

- Why don’t we have a person centered system?
- What does it require beyond person centered planning?
- How do we get there?
- What is in the way?
What is in the way?

Sequential Shared Delusional Disorder

- A shared belief that there is a single, simple answer to a complex problem which reality demonstrates is not sufficient, and then our belief is followed by -
- Moving to another single, simple answer which is also a partial answer followed by –
- Moving to another single, simple answer which is also a partial answer followed by -
- And so on
Some of the best thinkers have said

- We can’t fix the system
- Positive change can only happen on the fringes of the system.

We don’t look at scale

- We happily invest in (and point to) best practice efforts that work very well for a few people
- But
  - We don’t invest as heavily in the efforts that will work for many
  - Or see how learning from small best practice efforts apply to the large efforts
We work in silos

- There is not enough real partnership between all the stakeholders
- We seem to have a culture where we only trust those who are part of how we define “us” and not those who are “them”
- In some places, people actually see their job as requiring them not to trust others

We have gone from a community movement to an industry

- We want to move from the “old” legacy services to person centered services
- Many of those who provide the “legacy services” have become large corporations that defend what they do and say that they are already person centered
If you want real change, change that is pervasive and sticks...

You have to create a new “path of least resistance”

• You can’t just change the destination
• While a few people go where their passion leads
• Most do what they already know
  – Moving off the old path requires pressure that is greater than the resistance
  – You have to make it easy to do the new and harder to do the old
Why don’t we have a person centered system already?

• Person centered planning has been around for over 20 years
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The Basic Approach:

Person Centered Thinking leads to

Person Centered Practices which lead to

Person Centered Organizations which create

Person Centered Systems
Person Centered Thinking skills

• What they do for the person

• What they do for the organization
**Important To/Important For**

**For the Person**
- Helps people get more of what is important to them without ignoring important for
- Identifying what still needs to be learned
- Helps people make critical decisions only when the relevant information is present

**For the Organization**
- Teaches critical thinking
- Reinforces “think before you act”
- Helps people feel listened to
- Supports an active learning culture
### Matching

For each person – what are …

<table>
<thead>
<tr>
<th>Supports wanted and needed</th>
<th>Skills needed</th>
<th>Personality Characteristics Needed</th>
<th>Shared common interests (would be nice to have)</th>
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For the Person -

- Because staff find more pleasure in their work they stay longer (more stability)
- Where there is a good match –
  - People who use services are more likely to have what is important to them
  - New learning about what is important to people is more likely to happen

For the Organization -

- Reduces turnover
- Makes those who use and provide services feel valued/respected
- Helps support “real” relationships
- Decreases likelihood of incidents

Matching staff with those who use services.
Key Roles

- Consultants/Trainers –
  - Do formal teaching
  - Support coaches & leaders
  - Provide structures where listening and acting on the learning happens

- Coaches –
  - Train by demonstrating
  - Take the skill from competence to habit

- Leaders (organizational and system) –
  - Provide consistent, ongoing support
  - Commit to listen and act on the learning

Coaches are -

- People with –
  - Gift
  - Passion
  - Opportunity

- Who are listened to and are –
  - Front line managers
What coaches do -

- Improve the lives of those supported by applying the skills in their day to day work
- Help those they work with take the skills from training to habit
- Help other staff improve the lives of those supported
- Discover and communicate what is working and not working in the services/supports provided

It requires more than training

Exposure  
Competence  
Habit

Training  
Coaching

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The Coaches glass ceiling

- Coaches make the changes that can be made within the current structure
- Coaches also discover things that are not working for those who use services. Things that could be changed but need –
  - Permission
  - A change in agency practice
  - A change in system practice
- Without support in changing what is not working they hit a coaches’ glass ceiling

Organizational leadership

- Senior managers/Executive leadership
- Key opinion molders/decision makers -
  - Board members
  - Family members
Organizational leadership - expectations

• Provide committed, consistent, and sustained support

• Listen to coaches about -
  – What to celebrate or share
  – What to change

• Listen to and look for opportunities to make changes that improve the lives of...
System leadership - expectations

- Provide committed, consistent, and sustained support (the right people and the same people come to every meeting?)
- Actively participate – listen, learn, and problem solving with organizational leadership
- Listen for what to bring back to the collective system leadership to –
  - Celebrate
  - Share
  - Change
**Person-Centered Thinking**

**Explanation:**
Developing a person centered system requires changes at all levels. The changes should be driven by learning about what is working and not working in supporting individuals.

**Key info:**
Changes that you make in supporting individuals are level 1 changes. The changes needed that you cannot make drive the level 2 changes. Changes that you cannot make at level 2 drive the level 3 changes.

**LEVEL 1**

**Person-Centered Practice**

**Responsibility:**
Identify those things that are important to people who receive support; implement strategies to assure they are present in day to day life. Identify areas where change can happen without permission. Act on those areas.

**Development:**
Person Centered Thinking Training two days for every staff member. Coaches training one day, and coaches support meetings every other month.

**Key Players:**
- Coaches
- Direct Support Staff
- Individuals receiving support
- Family
DEVELOPING A PERSON CENTERED SYSTEM

LEVEL 2

Person-Centered Organization

Responsibility:
Alter and implement changes to policy, practice, structure, rules, organizational culture, standards or requirements as needed to create a person-centered organization.

Development:
• Initial Leadership participation in Person Centered Thinking Training
• Identification of Success and Outcomes for People Supported, Employees and the Organization based on Vision of Success
• Leadership meetings bi-monthly Supported by SDA
• Learning & implementation strategies across locations

Key Players:
• Community Agency Directors
• Executive Management Staff

LEVEL 3

Person-Centered System

Responsibility:
Collaborate with state agencies to make the necessary changes in policy, practice, infrastructure, rules which impact the presence of person centered practices. Identify and re-design practices that maintain a medical model, functional improvement approach to result in a person centered system.

Development:
• Initial Training in Person Centered Thinking
• Participation in all Leadership Team Support Meetings to identify Level Three changes needed and develop action plans for change.
• Training on quality tools to implement improvement efforts.

Key Players:
• State Office Exec. Management Staff
Developing a Person Centered System

Change Efforts that Lead to Person-Centered Services and Supports

- Person centered thinking skills
- Person centered approaches and practices
- Quality improvement techniques
- Apply the learning to the system

Breadth of Change

Depth of Change

- Formal training for:
  - All managers: senior, middle, front line
  - Direct support staff
  - Key “opinion makers”
  - Accountability and routine use of the skills
  - Make and celebrate level 1 changes
  - Create optimistic discontent

- Begin with the ground rules for partnership
  - Use “positive and productive meetings” skills and techniques
  - Develop person centered teams with person centered team plans

- Early identification and subsequent tracking of quality indicators: especially those relating to the times of those supported
- Opportunities to reinforce person centered practices and improve organizational efficiency
- Review of processes and structures
- Thorough review of all paper requirements

Supports that achieve the desired outcomes for people, require that all parts of the system work together effectively and efficiently
- Most systems have parts that are inefficient and some that are out of step with the system
- Start where the opportunities are
- Be successful in reorient optimistic discontent and “change capital” in the system
- Use the discontent and change capital and the learning to change the system

A Map to Positive & Productive Meetings

- Agenda Development
- Creating a Welcoming Environment
- Opening Rounds
- Reviewing Meeting Agreements
- Clarifying Agendas & Timings
- Items for Information
- Items for Discussion
- Review Actions
- Burning Issues
- Closing Rounds
Active, integrated use of “Quality Management” skills

- Analyze key processes using process mapping
- Develop “dashboards” to measure progress
- Assess and making positive changes in organizational culture
- Integrate the learning and make changes that last – Changing policies, structures, and practices

What changes do we see in each level?

- Changes in one person’s life
- Changes in language
- Changes in our tools and documents
- Changes in our processes and our structure
- Changes in system structure and external relationships
What are some of the benefits that others have found?

• Many, many stories on increases in quality of life, reports of increases in scores on CQL measures

• Decreases in behavioral incidents and injuries

• Decreases in turnover – increase in staff satisfaction

• Shorter meetings with better outcomes

• Significantly improved business processes
Requirements for Change

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

Commitment from Leadership Plus Quality Management Skills

Creating a Learning Cycle

“Difficult” Level 2 & 3 changes

Changes in Practice

Changes in structure

It Goes Beyond Person Centered Planning...

Person Centered Thinking

Person Centered Planning

Person Centered Systems

Person Centered Organizations

Person Centered Practices

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We can make this a real paradigm shift

Power Over

Power With

From Fixing to Supporting