Slide 1

Building Positive, Healthy, & Inclusive Communities with Positive Behavior Support
The Kansas Community and Organization-wide Positive Behavior Intervention & Support Project

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Kevin Kufeldt
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Johnson County Mental Health, Corrections, & SUD Treatment

Slide 2

Community and Organization-Wide PBS (10)
- Rationale & Framework
- Implementation Science
- Technology & Evaluation
- Initial Pilot in Shawnee County (15)
- Scaling up OWPBS & CWPBS

- Johnson County’s Vision and “GOALS” (15)
- County Features & Progress
- Scaling Up
- Systems of Care, Quality of Life, and Individualized Transition Planning
- Progress & Next Steps
- Intensive Case Studies
- JDC Pilot in Johnson County (15)

- Outcomes
- Future Directions
- ACT Pilot in Johnson County (15)
- Technology & Lessons Learned
- Contextualization
- Questions (5)

Slide 3

Dr. Rachel Freeman’s KIPBS Legacy
- Commitment to State-wide Planning, Community Settings, Schools, Organizations, and Individuals Served
- Expanding Vision of PBS: Research Perspectives on Happiness, Helpfulness, Hopefulness (Carr, 2007)
- Prioritizing Implementation Science
- Emphasis Quality of Life, Social Justice, & Full Inclusion
Slide 4
Populations Disproportionately Represented within Restrictive, Expensive Programs Which Impede QOL...

INDIVIDUALIZED
TARGETED
UNIVERSAL
Endorsed
Intensive PBS
Professionals
Conduct FBAs
and Build PC-PBS
Plans for Adults,
Families, Youth,
and Children

KIPBS 2018

Slide 5
Applying OWPBS & WTP within Facilities

FAPE
ADA
IDEA
ZERO TOLERANCE
ADEQUATE EDUCATION
Multi-Tiered Positive Therapeutic Supports
COMMUNITY INCLUSION & SUPPORTS
EDUCATION

KIPBS 2018

Slide 6
Using Community-wide PBS to Build and Sustain Positive, Healthy, Inclusive Communities

Community-wide Multi-Tiered Positive Supports & Systems of Care
Scaling up in Johnson County Substance Abuse - I/DD - Mental Health - Corrections (Across Lifespan)

KIPBS 2018
Community & Organization-wide PBS Teams

Implementation Framework: Critical Steps (Meyer et al., 2012)

• Phase One
  • Initial Considerations Regarding the Host Settings
    • Scoping needs, HS, missions
    • Adaptations, Buy-in, Org Capacity, Training Plan

• Phase Two
  • Creating a Structure for Implementation
    • Team & Plan Development

• Phase Three
  • Ongoing Structure Once Implementation Begins
    • Tech Assist & Support, Evaluation, Feedback & Support Loop

• Phase Four
  • Improving Future Applications Based On Experiences

Readiness & Goodness of Fit Survey Example: Therapeutic Communities Initial Visit

<table>
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<tr>
<th>TC</th>
<th>TC1</th>
<th>TC2</th>
<th>TC3</th>
<th>TC4</th>
<th>TC5</th>
<th>TC6</th>
<th>TC7</th>
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Will PBS Strategies Enhance Services?

- Yes
- No

Only 5 Total TC Staff Answered No

"Handshake" Survey Findings Examples
What should we name our incentives?

- GOTCHAS
- Incentive Points (IP's)
- Behavior Bucks
- Other: 2-3 variations on “Positive Behavior Points” or “PBP”

<table>
<thead>
<tr>
<th>TC Only</th>
<th>Reinforcement Units</th>
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</thead>
<tbody>
<tr>
<td>GOTCHA</td>
<td>Incentive Points</td>
</tr>
<tr>
<td></td>
<td>Behavior Bucks</td>
</tr>
</tbody>
</table>

54%   46%  More Treatment Focused to Wear Business Casual vs. Uniforms?
Yes  No

Scaling Up in New Systems & Services: Contextualization & Safeguards
Primary Safeguard: “Do No Harm” Across Tiers
Slide 16

Organization-wide PBS

Each Team Determines Pace
“IKEA Furniture Principle”

Slide 17

Ongoing Evaluation

Slide 18

Ongoing OWPBS Calibration
**Slide 19**

**County & Organization-wide Evaluation &
Research Sources**

- Initial Context, Readiness, & Fit Survey
- Lit Reviews for Population/Practice
- Team Development & Action Plan
- Team Implementation Checklist (TIC)
- Additional Stakeholder Surveys
- Implementation Fidelity Data
- Fidelity Observation Tools
- Organization Evaluation Tool (OET)
- Baseline Outcomes & Intervention Impact Data
- Tertiary Training Data
- Tertiary Pilot Case Study Data
- Tertiary PBS Impact Data
- LOTIS Wheel Planning & Evaluation
- PCP/WA/ITP Planning & Evaluation
- County & Organization Qualitative Study Data

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**Slide 20**

**Emerging QOL Theory Conceptual Model & QOL Evaluation Across Human Services**

(Schalock, Verdugo, Gomez, 2016)

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**Slide 21**

**Life Outcomes Through Integrated Systems (LOTIS)**

**WHEEL CONCEPTUAL FRAMEWORK**

Improving Quality of Life (QOL) outcomes in three domains of daily living: Emotional Well-being (EWB), Physical Well-being (PWB), and Material Well-being (MWB), and involving four domains of outcomes: Personal Development (PD), Social Inclusion (SI), Interpersonal Relations (IPR), and Rights (R)

Shawnee County Initial Full OWPBS Implementation Pilot with Teach & Tap
- Topeka, KS
- Juvenile Detention
- 75 bed facility housing youth 10 - 18
- OWPBS process initiation 02/16/2015
- OWPBS universal launch 1/1/2016

Shawnee County Training Timeline
- November 2015
- December 2015
- January 2016
- Youth Kick Off & Shadowing
- Intensive Training & Case Studies
- Booster Trainings, Youth & Staff
Three Tiered Layered Positive Behavior Support Framework & Integration of Research Based Practices

Leadership Team

- Systems
- Practices
- Evaluation

TARGETED

UNIVERSAL

INDIVIDUALIZED

TARGETED

UNIVERSAL

Proactive & Preventative
Teaching & Reinforcing
Removing Potential Triggers

Professional Development
Effective Systems
Data Based Decisions
Leadership Team

Vision
All staff using same framework for teaching methods & processes, improving staff and child behavior and changing culture within facility. Validating positive procedures are already being used and awareness of PBS.

Part I: Leadership Team
Part II: Full Staff Intro
Part III: Full Staff Intermediate
Part IV: Youth Kick Off

Shawnee County team Self-Assessment
8/7/2014
11/25/2014
1/29/2015
8/27/2015
10/29/2015
1/28/2016
3/3/2016

OW-PBS Team Implementation Checklist
Progress & Communication

Shawnee County Team-Based Self-Assessment

8/7/2014
11/25/2014
1/29/2015
8/27/2015
10/29/2015
1/28/2016
3/3/2016
OWPBS Evaluation
February 2017

- Expectations Defined
  - Behavioral Expectations Taught
  - On-going System for Rewarding Behavioral Expectations
  - System for Responding to Behavioral Violations
  - Monitoring and Decision Making Management
  - Administration Level Support

Implementation %

Organization-wide Features
SCJDC Organization-wide Evaluation

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OWPBS Quotes—A Year Later

"At first our team did all the coaching, but now we've trained all the supervisors so it's embedded in our training and support systems" – SC

"Youth get the focus in on a positive culture" – SC

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OWPBS Quotes—A Year Later

"Like that we focus on what kids should be doing versus getting on them all the time" – SC

"The tablet is easy, I can't imaging using paper tickets" – SC

"Like that can now access tablet data on desktop" – SC
Teach & Tap
Application
- Youth, Staff, Location, Time, Behavior
- Matrix Expectations
- Teachable Moments
- Reinforcement System

2016 “SAFE” Ticket Distribution

One Month Post Universal PBS Intervention
Slide 34

What About Environments?

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0
50
100
150
200
250
300
350
400
450
500
Minutes of Isolation

Axis Title

School Related Isolation

Non-School Related Isolation

Average Total Minutes per Youth Month School Related

Linear (Average Total Minutes per Youth Month School Related)

Non-School Related Isolation

Average Total Minutes per Youth Month Non-School Related

Linear (Average Total Minutes per Youth Month Non-School Related)

Slide 35

New OWPBS Fidelity Tools

• Universal PBS Practices
  – OWPBS Training & Coaching
  – OWPBS Observations
  – Modified Intensive KIPBS Tools

Slide 36

Community-wide Positive Behavior Support Implementation Project
2016-2021
Year One & Two Outcomes
Year Three, Four, & Five Activities & Outcomes

Building a Positive, Healthy & Inclusive Johnson County

KU Kansas
Slide 37

**Johnson County CWPBS Mission**

The Mission of Johnson County is to improve the quality of life (QOL) for Johnson County residents by implementing the multi-tiered Positive Behavior Support (PBS) framework within organizations county-wide.

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**Multi-Tiered OWPBS Framework**

- **Individualized**
- **Targeted**
- **Universal**

OWPBS Universal County Pilot Programs:

- ACT
- JDC
- CRC
- ADU
- TC
- JCDS

Targeted & Individualized Supports

Nine Students + Six Endorsed = Fifteen Total

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**Here In Johnson County We Achieve Our GOALS**

- Give Respect to Self & Others
- Opportunities to Work, Play, Learn, & Grow
- Accountable to & for Each Other
- Leave Our Community Better than We Found It
- Safe & Healthy Community for All
**Slide 40**

**Slide 41**

**Adapted County-wide PBS Team Implementation Checklist: 12 Months of Progress**

| TIC Dates | 1/13/2017 | 80% | 38% | 50% | 50% | 0% | 61% | 17% | 45.59%
|-----------|-----------|-----|-----|-----|-----|----|-----|-----|-----|
| 1/11/2018 | 100%      | 75% | 100%| 100%| 100%| 75%| 50% | 40% | 76.47%

- Professional Commitment
- County Self-Assessment & Mapping
- County-wide Action Plan for Year 2 & 3
- County-wide PBS Professional Development, ICC, & Managing Planning
- County-wide PBS Implementation Evaluation

**Slide 42**

**Johnson County CWPBS Team Implementation Checklist**

- 76%
Johnson County Lifespan System of Care Development

"A spectrum of effective, community-based services and supports for individuals at risk, that are organized into a coordinated network, builds meaningful partnerships with individuals served, and addresses the need for culturally informed, trauma-informed, and interdisciplinary supports, to help individuals better function within home, community, school, and work settings, ultimately improving and sustaining quality of life goals."
Johnson County is collaborating with the Kansas Institute for Positive Behavior Support (KIPBS) to do the following: build an overarching county-wide multi-tiered, positive behavior support (CWPBS) framework; implement organization-wide PBS (OWPBS) within county mental health, intellectual/developmental disability, and correction programs; and developing an effective, across the lifespan, Johnson County systems of care (SOC). Please describe your reaction to this initiative below.

County-wide Positive Behavior Support System of Care Model

- CWPBS Leadership Team
- Relevant Community "Providers" for Children, Youth, & Adults
  - Schools
  - County Human Services
  - Community Service Providers
  - Advocates
  - Persons Served

Monthly CWPBS SOC Meeting
"Possible" Schedule
Morning Session
9am - 12pm
Open PBS Leadership Team Meeting & Systems of Care
(They Meet Every Two Weeks and every other meeting would include SOC)
Lunch
Afternoon Session
1pm - 4pm
20-Minute Blocks
Individual Scheduled Staffing for Children, Youth, Families, & Individuals
(Only Relevant Stakeholders Attend & May Include Individual)

Targeted & Individualized Supports

- Nine Students + Six Endorsed = Fifteen Total
- Proposal for 20 more over next two years
Adult SUD Treatment Case Study

- Applied Behavior Science (PBS & CM)
- Mindfulness, Self-Regulation, SUD Treatment
- Person-Centered Planning & Quality of Life Focused Goals
- Collaboration with Veterans Treatment Court
- Adapt KIPBS 45 Item Checklist, Tools, & Procedures

PCP FBA BIP QOL

Goal Development
Strengths
Challenges
FBA
Triggers
S-ABC
Focus On Honesty
Self Monitoring
Contingency Mgmt.
Sobriety
Relationships
Employment

Male in Early 30s
Veteran
Individual of Color
Chronic IV Drug User
One Criminal Charge
Parent (No Custody)
Limited Employment
VTC But Risk of Revoke

Sustain with Natural Supports

Life Outcomes Through Integrated Systems (LOTIS)

WHEEL CONCEPTUAL FRAMEWORK
Improving Quality of Life Across Contexts Utilizing Positive Behavior Layered Supports & Evidence-Based Practice Specific to Each Context

CONTEXTS
- PRIMARY
- SECONDARY
- TERTIARY

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Organization Areas of Focus

- Systems
- Policies
- Procedures
- EBP
- Treatment
- Evaluation
- Multi-System Interactions
CWPBS INFO
Public Relations Brochures, briefs, tri-fold, web page

KIPBS 2018

Johnson County JDC
• Licensed Juvenile Detention Center by the Kansas Department for Children and Families to house up to 69 youth between the ages of 10-17.
• One of five Juvenile Detention Alternatives Initiative sites in Kansas. This is sponsored by the Annie E. Case Foundation.
• Senate Bill 367 passed in 2016, juvenile justice reform in Kansas.
• ADP has dropped significantly while placing higher acuity youth in Detention.
• PBS preparation began in March 2015, Universal Interventions implemented in February 2017.

JDC OWPBS Progress

Team Development Organization Profile Terminology, Systems, Services, and Structure
TIC & Action Plan Orientation & Staff Survey & Initiate Feedback Loop
Universal Interventions Plan Development & Data System & Collect Baseline Data
Implement Universal Interventions with Full Staff Trainings, Coaching, & Monitoring Data Closely
Initiate Intensive Training System
Team Continues to Evaluate Data & Tweaks Interventions & After Stable OET Completed
Consider Targeted Interventions Initiative
Intensive Interventions Data Systems & Monitoring Across All 3 Tiers
Systems of Care Transition Planning In Place

KIPBS 2018
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- Early Challenges: Staff buy-in, staff comprehension of PBS, fear of "no accountability", another flavor of the month, and so on.
- Targeted Outcomes: Decrease hours of Room Restriction and Locked Isolation, decrease number of Behavior Reports, decrease Use of Force incidents, improve staff morale, improve employee turnover rates.
- Implementation Challenges: Fidelity and tablets/technology issues.

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- From February 12, 2017 to February 12, 2018: $162,073 Trust Dollars were issued to youth. Average of $444 a day.
- From February 12, 2017 to February 12, 2018: 2,690 Teachable Moments logged between staff and youth.

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- Room Restriction times have decreased significantly. Average was 3.75 hours in 2016 now 40 minutes in 2017.
- Locked Isolation hours have decreased significantly. Average was 16.65 hours in 2016 to 7.94 hours in 2017.
- Employee Engagement results have made progress:
  - 84.4% of staff like the work that they do
  - 72.7% of staff are satisfied to work here
- Employee turnover has decreased from 31% in 2016 to 26% in 2017.
**Slide 61**

**Johnson County JDC**

- Behavior Reports have seen a slight increase, 632 BRs for 2016 and 679 for 2017.
- Because of the increase of BRs written, we are beginning to focus training sessions on Teachable Moments.

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**Johnson County JDC**

Fidelity Moving Forward

- Supervisors are required to monitor staff once per quarter on a tool that was modified from KIPBS to calculate scores.
- This will allow us to determine baseline data and look for improvement in future years.
- We conduct quarterly booster training sessions with staff on the core features.
- This is done through classroom and hands-on/visual monitoring.

**Slide 63**

**Johnson County ACT**

**50 Year Celebrations**

- The Adolescent Center for Treatment (ACT) established in 1965 in response to the growing need for residential drug and alcohol treatment for the youth of Kansas.
- In July of 2016, Johnson County Mental Health and Johnson County Department of Corrections merged and developed a plan to blend staff from external health and corrections.
- The merging of the two departments took place in sixty days. Although both departments serve similar youth and both incorporate Trauma Informed Care, obvious barriers had to be overcome in a very short period of time.
- In August of 2016, the Adolescent Center for Treatment opened its doors at its new location in the Youth and Family Services Building. Mandatory staff were initially staggered in ACT’s daily client schedule and adjustments were often made in real time to account for facility changes, staffing changes, staff exchanges, SOP knowledge, group facilitation experience, and policy differences.
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ACT OWPBS Progress

Slide 65

ACT TEAM IMPLEMENTATION CHECKLIST
1/1/18
84%

Slide 66

Merging PBS and ACT

ACT was not initially part of the PBS implantation at the Youth and Family Services Building, and therefore, clinical staff had to play a quick game of catch-up. The PBS Matrix for the YFS building had already been established and GOALS had already been implemented throughout the facility. ACT adopted the GOALS matrix, however; initial resistance and poor buy-in was observed. ACT is currently in the process of adjusting and modifying the terminology and language to better fit the needs of a residential SUD program and less emphasis on the group home terminology that it was originally designed to encompass.
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Data Collection

ACT utilizes the Teach and Tap application developed through KIPBS. Reinforcement of positive behaviors observed by ACT staff are logged and inputted into the secure application (called Trust Dollars) and youth use those Trust Dollars to purchase incentives both on a daily basis and at the end of the week. Staff also enter what are called Teachable Moments in the application.

Teachable Moments are used to coach a youth on making positive changes to behaviors and are then later provided with Trust Dollars when the desired behavior is later observed. The data entered into the Teach and Tap application is then exported onto a secure, encrypted spreadsheet and then tables are used to extract the data and make inferences.

The data entered by ACT leadership team to identify youth who may require additional supports throughout the day, days of the week, youth progress, specific locations throughout the facility then may report additional supports and allows for the quickly identification of the administration of Teachable Moments, thru Reflections (Consequences) to Trust Dollar Reinforcements.

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Teach & Tap at ACT Example...

- Teach & Tap is implementation instrument for OWPBS.
- It's not a stand alone instrument and essential just provides a portal via a wireless tablet connection (or PC) to internal, protected network servers.
- All data is stored at agency data base. KU does not get any data via Teach & Tap.
- Teach & Tap is intellectual property of KU but JCDS has full permission to use now and in future.

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Teach & Tap © Application

- Battery Life
- WiFi Range
- Processing/Memory
- Quality Product & Protective Case

Teachable Moments

Reinforcement Systems

Big Five: Youth/Adult, Staff, Location, Time, Behavior

Matrix Expectations
Reflections

- Tina:
  - 1.30.18 @ 7:15 – R24 Refusing to attend Group – Housing
  - 1.31.18 @ 9:30 – R24 Removed from Primary- Programming
  - 1.31.18 @ 8:35 – R24 Disrespect to Peer – Housing

Future Considerations

- Often times the revolving door of adolescent substance use is seen in Kansas and we tend to get “repeat” customers or youth who require additional residential services. We can pull up data from their first treatment attempt, examine their behavioral issues, teachable moments, areas and times of day/night that the demonstrated difficult behaviors and develop new treatment plan goals to provide a better delivery of services to the youth.

- In addition to examining the behaviors of the youth, we can also look at staffing needs and individual staff members that the youth struggled to maintain appropriate boundaries with. A more comprehensive plan of services can be developed using the data collected in the Teach and Tap application. Staff will have a better understanding of a youth prior to their re-admission and staff can build off of previous successes that were demonstrated during the first treatment stay.