**Maryland Developmental Disabilities Administration**

**Organization-wide Positive Behavior Support (PBS) Application**

**SUMMARY OF OPPORTUNITY**

The Maryland Developmental Disabilities Administration is offering an opportunity for organizations to engage in a multi-year partnership to support the adoption and installation of a positive behavior support (PBS) framework. Through this opportunity, organizations will receive training, technical assistance, and evaluation support to promote the use of positive behavior support across the organization and promote integration of priorities using a multi-tiered framework for decision making. The Maryland Developmental Disabilities Administration in collaboration with the Institute of Community Integration at the University of Minnesota, Sheppard Pratt, and the University of Maryland Eastern will provide training, technical assistance, and evaluation support to participating organizations. Through this application process, the DDA seeks organizations who are interested in investing in the organization-wide implementation of positive behavior support, promoting efficiency within the organization to integrate multiple-priorities, and improvements in quality of life for people supported as well as staff.

**APPLICATION PROCESS:** The full application is attached as Appendix A. Organizations interested in participating are to submit a fully completed application no later than **11:59pm on December 10, 2021**. Only fully completed applications will be reviewed. Teams will be notified of selection by email or phone call by **January 31, 2022**.

**SELECTION PROCESS:** The Maryland Developmental Disabilities Administration PBS leadership team and partners from the Institute of Community Integration at the University of Minnesota, Sheppard Pratt, and the University of Maryland Eastern Shore will review all fully completed applications and select up to eight organizations to participate in this opportunity. Applications will be reviewed and selections will be made based on each organization’s demonstrated commitment to implementing positive behavior support, strength of leadership support, and need.

Organizations selected for the training and technical assistance will provide evidence in the application of:

* Active administrative support and involvement,
* Participation of core team in trainings, and
* Ability to participate independently in organization-wide meetings in addition to attending training days, complete key activities/tools/checklists/data collection for teams implementing positive supports.

**QUESTIONS:** Questions about this application or the technical assistance that may be provided can be directed to:

Terrence Proctor, Statewide Coordinator of Clinical Services, Maryland Developmental Disabilities Administration, , [terrence.proctor1@maryland.gov](mailto:terrence.proctor1@maryland.gov)

Dr. Meg DePasquale, Director of Clinical Services, Maryland Developmental Disabilities Administration, 443-468-0191, [meg.depasquale@maryland.gov](mailto:meg.depasquale@maryland.gov)

**APPLICATION SUBMISSION:** The application should be returned by email to Terrence Proctor, Statewide Coordinator of Clinical Services, Maryland Developmental Disabilities Administration, [terrence.proctor1@maryland.gov](mailto:terrence.proctor1@maryland.gov) by **11:59pm on December 10, 2021.**

**INTRODUCTION**

The Maryland Developmental Disabilities Administration is committed to behavioral supports utilizing a positive behavior supports (PBS) framework. PBS emphasizes the use of non-restrictive procedures and commitment to the reduction of physical restraint. Additional key elements of PBS are:

* Strategies chosen are based upon each participant’s needs, characteristics, and preferences.
* Recommendations formed from the results of a person-centered plan and comprehensive functional behavior assessment.
* Evidence-based treatment strategies utilized from the field of applied behavior analysis.
* Proactive strategies used to improve a person’s quality of life.
* Focus on family and organizational supports that promote long-standing change.

In 2018, the Maryland DDA partnered with the Institute of Community Integration at the University of Minnesota and Sheppard Pratt to embark upon a statewide model to support organizations in adopting an organization-wide approach to adopting positive behavior support. The first PBS Cohort was trained in the spring of 2019.

**Positive Behavior Support**

Positive Behavior Support (PBS) refers to a set of strategies that are used by organization-wide teams to improve quality of life and prevent problem behavior. Interventions include making changes to everyday situations and settings in a way that naturally prevents the likelihood of problem behavior and involves encouraging and teaching everyone (e.g. direct support staff, family members, peers, employers etc.) important social, cultural, and communication skills that will create a positive environment. PBS provides a continuum of interventions that increase in intensity. **Universal or Primary Stage (Tier 1)** strategies are implemented with everyone with a social setting to establish a positive environment that encourages self-determination and choice. **Secondary Stage (Tier 2)** strategies are used to establish early identification of problems that may escalate over time. **Tertiary Stage (Tier 3)** involves individualized person-centered planning and positive behavior support plans.

**DESCRIPTION OF TRAINING AND TECHNICAL ASSISTANCE**

Organizations participating in this opportunity will receive training, technical assistance, and evaluation support from the MD DDA PBS partnership. It is important for organizations to view organization-wide positive behavior supports training and technical assistance as a long-term commitment. As such, the MD DDA is requesting organizations to commit to at least a three-year investment for this work. Training, technical assistance, and evaluation support will be coordinated by staff at the PBIS/PBS Training and Technical Assistance Center at Sheppard Pratt, in collaboration with the Maryland Developmental Disabilities Administration and the University of Maryland Eastern Shore. Curricula and support will be provided to organization leadership, organization teams, and key PBS personnel within each organization.

The first year of training include three (3) full-day team training events addressing Universal (Tier 1) activities that will help organizations focus on prevention and promotion, while building a strong foundation for secondary (Tier 2) and tertiary (Tier 3) support. Strategies included in the first year of training focus on strategies to support all people living and working within a setting. Examples include: promoting choice, independence, and autonomy; creating a positive environment, and preventing problem behavior. During this phase of implementation, positive feedback is used to recognize the people who practice, prompt, and model effective social and communication strategies (e.g. prompting communication, offering choices, modeling strategies to manage frustration). People with disabilities, staff members, family, and community members work together to identify important person-centered values and identify the positive social behaviors that make these values a reality for everyone in the organization. Technical assistance will focus on facilitating teams through a process of assessing current positive behavior support strengths and creating an action plan that addresses the most important goals that can be accomplished within the year. Teams will be encouraged to establish a reasonable pace for action planning and to choose activities for the year that best address each organization’s needs.

Subsequent years will focus on secondary (Tier 2) and tertiary (Tier 3) supports. These efforts will focus on early identification and intervention strategies to improve the lives of people who may need a little more support (e.g. Tier 2). With additional training and technical assistance for specific staff to support intensive, individualized positive behavior support plans for people in need of more support.

**READINESS AND LEVEL OF COMMITTMENT**

In order to apply for this opportunity, organizations must be able to commit to the following. See Appendix B for readiness guidelines.

The training, technical assistance, evaluation support and all project activities are offered at **no-cost** to participating organization. However, organizations choosing to participate are responsible for the commitment of staff time and agency travel costs.

**Leadership support** for organization-wide PBS. The organization must be able to document that leadership prioritizes efforts toward organization-wide PBS, actively engages in the organization-wide team, and commits to proving the staffing time to engage in all training and technical assistance activities. See Appendix C for information on roles.

**Organization-wide team.** The organization commits to having a team engage in the training and technical assistance activities with MD DDA and partners, as well as commits to an ongoing team driven process to support the sustainability of these efforts across time. Teams will be expected to engage in all training and technical assistance activities, as well as meet between these activities. See Appendix C for information on roles.

Identification of a **PBS Point of Contact** to be the primary contact and communication path between the MD DDA and the organization on correspondence related to PBS. In addition, the PBS PoC engages in all training and technical assistance activities, attends all team meetings, and attends three (3) webinars throughout the year for PBS PoCs within the state. See Appendix C for information on roles.

**Training and technical assistance activities.** Organization leadership commits engaging the necessary staff in all training and technical assistance activities. A summary of training events and time commitment is in the table in Appendix D.

**Data-sharing commitment:** As part of this project, we collect data to better support your organization, to train future organizations, to evaluate and disseminate the project as a whole to the State and to academic audiences.

(1) As part of this project, your organization will agree to collect and to have data collected on implementation fidelity and related evaluation data. These data will be reported in a **de-identified** **nature** to evaluate the progress of the project as a whole to the State and may be disseminated in a **de-identified nature** to academic outlets/other outlets.

Including evaluation tools:

* De-identified organization self-evaluation of fidelity
* De-identified tiered onsite fidelity tool (collected during virtual or on-site visits with the MD DDA partners)

Including organization-wide information (all de-identified in nature). Data sources will be discussed during team training, and may include the following:

* De-identified incident reporting
* De-identified cultural awareness and competence and strategies
* De-identified worker’s compensation claim rates
* De-identified staff turnover/vacancy/retention rates
* De-identified quality of Life data

**APPLICATION REVIEW PROCESS**

A committee comprised of Maryland Developmental Disabilities Administration PBS leadership and partners from the Institute of Community Integration at the University of Minnesota, Sheppard Pratt, and the University of Maryland Eastern Shore will review all fully completed applications.

**Up to 50 points will be awarded to each individual agency application based on the following criteria:**

1. Full completion of application with executive leadership sign-off. **5 points**
2. Clear indication of organization leadership commitment to positive behavior support and understanding of long-term investment in this effort (at least three years). **15 points**
3. Organization capability/capacity to fulfill on the project structure and

Intention. **20 points**

1. Existing data collection and review process within the organization. **5 points.**
2. Participating of families and people who receive services.  **5 points.**

**APPENDIX A**

**Application for Technical Assistance and Training:**

**Organizational Implementation of Positive Behavior Support**

**Part 1**

***Note: this application has 2 parts, both of which must be submitted.***

***For each question, you may use as much space as you wish.***

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| --- | --- |
| Organization Name: |  |
| Name of contact person for this application: |  |
| Phone: |  |
| Email: |  |

1. What is your organization’s mission? Please provide a brief description of your organization. Please list or describe the services you provide.

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2. Number of people your organization supports: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

What specific populations does your organization serve? Please provide detail around age and diagnostic categories.

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3. Why are you applying for this training and technical assistance? Please provide a brief description of your organization’s goals. How will you use the training and technical assistance to support your organization’s work? What are you struggling with? How do you want to develop and/or improve the quality of supports you provide? What will be the benefits to the people you support?

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If you are a large organization (i.e., many different types of services and/or services in many counties), please describe how you will focus your efforts in this first year of implementation.

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Larger organizations: For example, what services or portion of the organization will you focus on? (e.g., group’s goal is to start with a specific type of service and geographical area so that key PBS leadership can make a significant impact?) Overtime, teams can expand across the organization systematically to ensure maximum impact.

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4. What aspects of the support you provide do you consider to be already aligned with positive behavior support? (What are examples of changes for people you support, and/or organizational changes you have implemented to be more strength focused?)

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5. For smaller organizations, what are your current collaborations with other organizations or agencies in your region that could help support your positive behavior support efforts? Are you requesting to partner with another organization applying for this opportunity? If so, please list the name of the organization and contact within the organization.

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6. How would you include people who receive support from your agency and their families in these efforts?

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7 Please provide numbers for the following information:

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|  | Number of Direct Support Professionals in your organization |
|  | Number of administrators |
|  | Number of managers |
|  | Number of behavior support specialists |

8. Did representatives from your organization attend the September 14, 2021 statewide webinar: Positive Behavior Support (PBS) *What it is and how to get involved.*

Yes\_\_\_\_\_\_\_ No\_\_\_\_\_

9. Did representatives from your organization attend the October 12, 2021 statewide webinar: *Positive Behavior Support (PBS) Questions & Answers.*

Yes\_\_\_\_\_\_\_ No\_\_\_\_\_

10. Does your agency already implement Positive Behavior Support?

Yes \_\_\_\_\_\_\_\_\_\_ No \_\_\_\_\_\_\_\_\_\_\_

If yes:

(a) What is the status of your implementation of Positive Behavior Support? (For example, describe your efforts to implement Positive Behavior Support, and what successes or barriers you have experienced within your organization)

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(b) Please provide a brief description of your goals for PBS assistance, and what types of support you are requesting (if applicable): What are you struggling with? How do you want to develop and/or improve the quality of PBS within your organization?

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11. Please describe how you document or monitor incidents of challenging behavior for the people you support. Include information about software programs that might be used and attach any documentation forms that are used to collect this information.

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12. Are you currently implementing other positive supports (Person-Centered Practices, Trauma Informed Care, Motivational Interviewing, Dialectical Behavior Therapy, etc.)? If so, please describe the type of training and technical assistance you have or are receiving to ensure effective implementation.

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(a) What strategies are currently used to evaluate your implementation or the impact of the positive support(s)?

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(b) If you participated in this project, what are your goals for organization-wide implementation of this positive support and integration with other priorities (e.g., person centered practices, trauma informed care)?

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13. Does your organization collect information about quality of life for people receiving supports? If so, please describe how these data are collected.

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**Part 2**

Please provide the names and information of people you are recommending for the different roles in this training and technical assistance project. Note that description of these roles and training available are included in Appendix C.

**I. List One to two PBS Point(s) of Contact for your organization (minimum of one PBS Point of Contact)**

PBS Point of Contact Name:

Role in Organization:

Email:

PBS Point of Contact Name:

Role in Organization:

Email:

**II. Document the administrators and management level professionals (up to five) who will participate in the three (3) full-day organization-wide team trainings and will meet within your organization between trainings to complete the positive behavior support organization-wide planning process. We encourage teams to include leadership involved with evaluation.**

1. Administrator/Management Name:

Role in Organization:

Email:

2. Administrator/Management Name:

Role in Organization:

Email:

3. Administrator/Management Name:

Role in Organization:

Email:

4. Administrator/Management Name:

Role in Organization:

Email:

5. Administrator/Management Name:

Role in Organization:

**III. Other Team Members. List any other people who will participate in the organization-wide planning. We encourage teams to include direct support professionals.**

Team Member Name:

Role in Organization:

Email:

Team Member Name:

Role in Organization:

Email:

PLEASE SEND THIS APPLICATION by email to:

Terrence Proctor, Statewide Coordinator of Clinical Services, Maryland Developmental Disabilities Administration, , [terrence.proctor1@maryland.gov](mailto:terrence.proctor1@maryland.gov) by **11:59pm on December 10, 2021.**

**APPENDIX A**

**SUMMAR OF TIME COMMITMENTS**

Note: Each organization-wide team will be meeting regularly between meetings to work on an action plan created during trainings. Time dedicated to these additional activities vary by organization and are not included in the table below. \*The cost of travel time and expenses to attend all trainings are covered by the organization. Plans to hold in-person team trainings will be made based on state and local COVID-19 guidelines.

| **Role** | **Expectations** | **Time Commitment (Hours) per person** |
| --- | --- | --- |
| Organization Leadership | * 2 readiness webinars to prepare for team training (estimated 1.5 hrs each) * 3 Full day PBS team training events | Estimated 27 |
| Team Members | * 3 Full day PBS team training events\* (anticipated to occur between March and June, 2022, specific dates TBS once the cohort is identified) * Meetings within organization between training days and after training is completed. | Estimated 24 |
| PBS Points of Contact | * 2 readiness webinars to prepare for team training * 3 Full day PBS team training events\* * 3 Point of Contact webinars (estimated 2 hrs. each) * Meetings within organization between training days | Estimated 33 |
| PBS Facilitators | * PBS Facilitators will be identified during the first year of the project. The following commitment if they are on the team: * 2 readiness webinars to prepare for team training * 3 Full day PBS team training events\* | Estimated 33 |

**APPENDIX B**

**Maryland DDA Readiness Checklist For Organization-Wide Positive Behavior Support**

­­­­Organization/County Participating:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ County/Region: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| **Documents/Evidence Complete?** | **Items to Review, Complete and Up-date** |
| **□ YES □ NO** | 1. Commitment to policy development related to positive behavior support and person-centered practices with time allocation for staff development and team-based planning. |
| **□ YES □ NO** | 2. A Team is identified with broad representations, and roles assigned to members (administrator, management, staff members, etc.) and commitment to including a broader group in the meeting process (people supported, family members, community partners, etc.).  **List team member names and roles on page 2.** |
| **□ YES □ NO** | 3. CEO/Executive/Head Administrator is an active participant on the Team and agrees to attend all training days.  **Administrator signature(s) on this Document below indicates agreement.** *See Appendix A: Summary of Time Commitments* |
| **□ YES □ NO** | 4. CEO/Executive/Head Administrator commits (or re-commits) to organization-wide implementation as a 3-5 year process that may require ongoing training and/or revisions to the Strategic Plan and PBS Action Plan.  **Please provide Administrator signature(s) on this Document below.** |
| **□ YES □ NO** | 5. Team commits to meet at least once a month during the year to analyze and problem-solve organization-wide evaluation information. *See Appendix A: Summary of Time Commitments* |
| **□ YES □ NO** | 6. The team will evaluate ongoing interest and buy-in of implementing PBS with staff, people living/working in a setting, and administration. |
| **□ YES □ NO** | 7. Organization has allocated/secured funding to support on-going staff development and cohort training. |
| **□ YES □ NO** | 8. Individual(s) (1-3) identified as a PBS Point of Contact. This person(s) will serve as a primary contact and communication path between the MD DDA around the organization on correspondence related to PBS, and engage in training and technical assistance activities. *See Appendix A: Summary of Time Commitments*  **List confirmed PBS Point(s) of Contact (PoCs).** |
| **□ YES □ NO** | 9. The organization commits to engage in internal training and coaching/technical assistance actives to support staff skill development as the organization implements PBS.  **Administrator signature(s) on this Document below indicates agreement.** |
| **□ YES □ NO** | 10. The organization will work with trainers to identify data that are already collected to use for self-assessment and will work to gather additional information in a manner that works for the organization. |

Successful implementation requires strong administrative support, commitment, and involvement. In recognition of the time, effort, and motivation required to effect positive systems change, my signature below signifies my agreement and recommitment to the above fulfilled expectations for continued implementation.

CEO/Executive/Head Administrator’s Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Item 2: Team members**

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| Team member name | Role in organization |
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**Item 2: PBS Point of Contact (at least one PoC).**

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| PBS Point of Contact | Role in organization |
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**APPENDIX C**

**Additional Information on Roles**

**Positive Behavior Support Organization-Wide Teams:** Representatives of key stakeholders within an organization meet on a regular basis to conduct a self-assessment and action plan for expanding the person-centeredness of supports throughout the agency, improving quality of life and preventing problem behavior using the public health model that includes three stages: universal or primary, secondary stage for early identification of individuals at risk, and tertiary stage strategies to provide individualized interventions and supports. Positive behavior support practices needed by the organization are identified and a plan for implementing training and technical assistance is established. Teams use evaluation data to assess effectiveness and review fidelity of implementation data. Some organizations will implement more than one type of positive behavior support practice to meet the needs of the people receiving supports.

**PBS Point of Contact (PoC):** Each organization-wide team identifies a person who will be considered a main point of contact for training and technical assistance. This PBS PoC will provide a communication link with MD DDA and training and technical assistance partners. The PBS Point of Contact for each organization attends all team and coaches training, and in addition attends any specialized training events prior to team training and two to three webinars with other Points of Contact as part of a community of practice. Points of Contacts support their teams by encouraging team members, prompting the need for meetings, and working with trainers to ensure data are collected for organization-wide decision making.

**PBS Facilitators:** During the first year of the project,One to two people in each organization will be identified, by the organization, as individuals who can build the expertise to train and support PBS within their organization. These individuals shoud have existing experience and expertise in individual positive support planning, but will also be able to support Universal/Tier 1 PBS efforts.