

**Semiannual Progress Report on the Implementation of the
NORTHERN VIRGINIA TRAINING CENTER COMPREHENSIVE PLAN
In regard to Person-Centered Practices
*January 2009 through June 2009***

Update submitted October 2009

This Comprehensive Plan integrates strategies, which seek to enhance the Self-Determination and Person-Centered Experience of Individuals supported by NVTTC.

BUILDING PARTNERSHIPS

SUPPORTING CHOICES



TO HELP PEOPLE WITH Intellectual Disabilities LIVE LIFE



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NVTC CORE VALUES

Fairness, Objectivity, Self-Determination, Empowerment of Others, Person-Centered Supports, Physical & Emotional Well-Being, Mutual Support & Teamwork, Continuous Improvement, Dignity & Respect, Relationships, Diversity, Honesty

NVTC Leadership Philosophy

We are a community of diverse, knowledgeable, and creative individuals committed to supporting people with intellectual disabilities by providing excellence in service through a culture that embraces:

- Innovation
- Shared Leadership
- Informed Decision Making
- Risk Taking
- Open Communication
- Professional Growth
- Personal Responsibility

INTRODUCTION (As written December 2008, see updated activity January 2009 through June 2009.)

NVTC is committed to reporting regularly on the implementation of its comprehensive plan, and we are proud to report on the progress to achieving the identified outcomes.

This Comprehensive Plan was developed in June of 2008, however, many of the goals and strategies were adopted prior to 6/08 and therefore this plan embodies our ongoing facility Strategic Plan. A number of objectives have been accomplished, some activities are moving along while some initiatives are in their infancy. Our initial plan outlined long-term goals reaching into 2012. This update includes those objectives we will realize within 2009. This update represents a snapshot of our accomplishments, where we are at this point, and where we are going. Our comprehensive plan is considered a dynamic document representing the committed efforts of NVTC's stakeholders to enhance Person Centered Planning and Self Determination.

The stakeholders, made up of residents, service recipients, staff, family and volunteers of the Northern Virginia Training Center (NVTC) initiated a number of endeavors commencing in 2006. NVTC adopted a vision and mission, and defined a set of values that drive behaviors to the achievement of this mission.



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The Senior Leadership Team (SLT) of NVTC continues to advance two key paradigm shifts. The first focuses on management and leadership philosophies of the agency and the second focuses on the support and teaching roles of each member of the workforce relative to the people we serve. NVTC is experiencing a redefinition of its business model and its treatment/support model. The business model is moving away from a hierarchical to a collaborative high performing model. The treatment/support model is transforming to demonstrate a more enhanced person centered experience. The paradigm shifts are imperative to the realization of a workforce that strives to be a higher performing organization (HPO) providing supports and specialized services to people in a person-centered way reflecting the principles of self-determination and choice. The two are inextricably linked by two key functions: relationships and communication.

The SLT chartered the Culture Change Support Team (CCST) to be “change agents” focused on continually exploring and implementing new ways to improve the quality of life for the people who live and work here. The CCST is made up of key stakeholders throughout NVTC. The individuals are a group of excited, motivated and driven persons at various levels of the organization that have adopted leadership roles in helping realize outcomes related to this comprehensive plan. The SLT recognizes that NVTC can perform best when the CCST is empowered to assist in transforming the work and living environment into a dynamic, collaborative and integrated culture. The CCST shall initially serve as an advisory team to SLT and will support the SLT in implementing NVTC’s Strategic Plan. The work of the CCST will focus on changing NVTC operations and environment toward one with a person-centered focus, characterized by self-determination and choice. It is anticipated that this team will be in place for a minimum of 5 years or until desired outcomes are achieved.

SLT continues to work closely with the CCST to achieve various outcomes including: creating weekly NVTC publication, establishing quality of life indicators, understanding the roles of members of NVTC workforce, and training for “middle management”, communicating the High Performing Organization (HPO) message, improving the physical environment, and assessing the workforce culture. SLT and CCST have collaborated to identify concerns that impede employees from being actively engaged while at work. In addition, the CCST has conducted meetings and round table discussions with other staff, interdisciplinary teams and residents regarding impediments to providing more person-centered supports as well as opportunities for self-determination and choice. The CCST has done some wonderful outreach in order to gain cross-functional collaboration in an effort to address concerns in the workplace. CCST is addressing the development of quality communication throughout the facility related to system-wide successes and the value of the work performed at NVTC. CCST is addressing the need to develop “middle management” and leadership talent to enhance communication and to develop shared responsibility.

The statewide Person-Centered Planning (PCP) Leadership Team has been working for more than 16 months to produce a simple way of planning based on Virginia’s principles of person-centered practices; listening, building community, self-direction, finding individual abilities and collective responsibility. The Northern Virginia Training Center has two key representatives participating in the Person-Centered Planning Leadership Committee. In December of 2008, a third representative was added to the Statewide Leadership team. The representatives have been regularly attending the meetings and actively participating in statewide efforts. The work of the PCP Leadership Team coupled with the initiatives at NVTC has laid the foundation for the paradigm shifts that are necessary to achieve person-centered supports, services and teaching. Numerous systems and processes within NVTC must necessarily be revised or redesigned to shift away from problem-based, deficit oriented planning toward outcome-based planning in order to support people in achieving their individual desires.



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NVTC has surveyed our workforce specifically with an eye toward improving quality of life and to examine the issues present within the facility culture that impede trust and communication, hamper the development of effective working relationships and interfere with delivering high quality services. NVTC's current efforts include implementing various strategies, outlined in this update, that address the various concerns cited in the OIG findings.

The OIG feedback/findings detailed in 139-07 for the 5 Training Centers included:

Person-Centered Interactions

Finding 1: Person-Centered Interactions - The majority of observed interactions between staff and residents demonstrate only limited evidence of a self-determined, person-centered environment. These interactions are more characteristic of care giving than person-centered supporting and teaching. The overall interactions observed in day activity settings show greater evidence of a person-centered experience than in the residential settings.

Community Integration

Finding 2: Community Integration - The training centers do not offer routine opportunities for each person to experience community integration through frequent exposure to settings, such as restaurants, parks, shops, and other service locations.

Finding 3: Community Integration - The majority of community outings occur in groups of three or more persons, which limit the personal integration experience of each individual and foster segregation rather than integration.

Community Participation

Finding 4: Community Participation - The majority of residents do not have opportunities to participate in community-based groups or events, such as recreational clubs, service organizations, and churches.

Relationships

Finding 5: Relationships - Most of the facilities do not actively foster the development of supportive natural relationships for the persons they serve.

Valued Role

Finding 6: Valued Role - Most residents at the training centers are not actively supported in achieving a valued role in either the facility or the community.

Choice

Finding 7: Choice - Individuals residing at the training centers are provided with very limited opportunities for choice.

Health and Safety

Finding 8: Health and Safety - The majority of goals and objectives developed for the persons in the training center focus on health and safety concerns.

Finding 9: Health and Safety - Opportunities for residents to have new experiences that will enable growth and enhanced choice are significantly limited in the training centers because direct care staff fear disciplinary actions if residents are injured as a result of the inherent risks that accompany new learning experiences.

Support Planning and Decision-Making

Finding 10: Support Planning and Decision-Making - The individuals served and their legally authorized representatives are not present at the annual individualized support planning meetings the majority of the time.



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Finding 11: Support Planning and Decision-Making - Representatives from the community services boards who have, a key role as the bridging agent between the facility and the community are not actively involved with persons served in training centers.

Finding 12: Support Planning and Decision-Making - Direct care staff are in attendance at the majority of ISP meetings in most of the training centers.

Finding 13: Support Planning and Decision-Making - The majority of the records reflect a deficit-based, problem focused planning process instead of a process that makes the preferences and strengths of the resident central to the plan.

Staff Knowledge of Person-Centered Principles

Finding 14: Staff Knowledge Of Person-Centered Principles - Staffs' very positive self rating of their confidence in understanding the principles of self determination and person-centered planning stands in contrast to the individual experience of self determination and person-centered planning which has been assessed by the OIG to be quite limited.

Finding 15: Staff Knowledge of Person-Centered Principles - Direct care and administrative/professional staff express very mixed opinions regarding the effectiveness of the facilities in implementing self-determination and person-centered practices.

As a result of these efforts, many of which directly address the OIG Findings, NVTC has defined and is implementing plans in these four Focus Areas:

- Improving NVTC's operations and environment in order to reflect self-determination and choice.
- NVTC is committed to integrating services in order to better support people who live here.
- NVTC values relationships based upon dignity and respect.
- NVTC is committed to continuous improvement for all residents and staff.

Within the four Focus Areas identified above, NVTC workforce has initiated a number of plans and projects designed to aid the progression of the facility. The SLT is monitoring the projects and these initiatives. The SLT is working to keep the measurements simple, but the outcomes extraordinary.

INTRODUCTION UPDATE for Activity January 2009 through June 2009:

During the period of January 1, 2009 through June 30, 2009 NVTC has continued to foster commitment to the principles of higher performance and person centered thinking and supports. The workforce is examining our operations to achieve greater outcomes through mutual learning. Efforts are underway to improve relationships and communication. The NVTC workforce has continued to focus on addressing the commitments of our four focus areas. In addition to the strategic goals listed in the body of the plan, some of the high lights of our achievements include:



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Focus #1: Improving NVTC's operations and environment in order to reflect self-determination and choice.

Cross functional collaboration increased as various teams work to implement the SIS and the ISP, to develop planning partners, to support colleagues to attend "achieving quality through Person centered thinking classes and to educate the individuals and their AR's about these new processes.

Implementation of life safety code compliance upgrades progressed from building 7 to building 3C

Food services re-therm upgrades are underway.

Quality of life goals resulted in painting of home 7 in new and unique color scheme per the selections of the individuals that live there, bathroom renovations, and many personalized environments.

Focus #2: NVTC is committed to integrating services in order to better support people who live here.

The Direct Support Professional Mentor Team is working with the Culture Change Support Team to demonstrate through projects outcomes that can make life better tomorrow than it is today for the people who live here and/or the people who work here.

ID Team chair people, social work team, are ready to implement the new ISP process with the people we support and their planning partners.

The first edition of the NOW was published on June 19, 2009. The NOW is published every two weeks. It conveys information about leadership, current events, achievements, and showcases contributions of employees or teams of employees to the mission of supporting people to live life.

A team of SIS interviewers, a SIS master trainer and an SIS administrator are trained and ready to go for July 1 implementation.

Focus #3: NVTC values relationships based upon dignity and respect.

The work to become higher performing coupled with the work to be person centered is dependant on improved relationships. Without dignity and respect, the goals of individual support planning, mutual learning, and collaboration will not flourish. Every goal, strategy or objective in the plan requires a foundation of dignity and respect in all relationships.

Focus #4: NVTC is committed to continuous improvement for all residents and staff.



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Staff development to increase awareness of the work of culture change is a significant focus at this time at NVTC. As we increase the significance of talent networking through the development of cross-functional teams, accountability is paramount to continuous improvement. Staff development is the link to accountability, communication and higher performance.

100% of staff newly hired since October 2008 have participated in Principles of HPO and Leadership

174 staff people have completed a two-day course "Achieving Quality through Person Centered Thinking".

48 staff have completed HPO and Making Life Better courses, and

36 staff have completed a Person Centered Planning and Supports course, a continuation of Making Life Better with emphasis on support strategies for individual needs.

17 NVTC staff attended the one-day PCP ICF/MR 101 PCP Overview Presented by Susan Elmore at NVTC on April 7, 2009.

171 staff enrolled in the College of Direct Support. The total number of lessons completed is 4,597 as of April 30, 2009.

NVTC representatives continue to participate in the PCP ICFMR team and the Implementation team. Although the statewide team has not met during this reporting period.

Staff participated in the Support Intensity Scale™ training for the administrator, the Master Trainer and the interviewers.

In the update to this report submitted in January, there was reference to a Workforce Culture Survey as an indicator/measurement for certain outcomes. NVTC has reviewed the need for an additional survey and determined that the Atmosphere and Trust Survey will be repeated in approximately 3 years. NVTC workforce is actively pursuing higher performance and person centered outcomes. The data from the survey completed in 2008 was sufficient to support a number of initiatives to address the development of improved leadership, coaching and communication to transform the staff, culture and operations at NVTC. The principles of Person centered thinking and processes are in the process of cascading throughout the organization. The staff are participating in the "Achieving Quality through Person Centered Thinking" opportunities. NVTC is exploring strategies to sustain the message of person centeredness by training staff in the coaching for person centered supports.



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ROLE OF SENIOR LEADERSHIP

The SLT at NVTC convenes on a weekly basis to assess current events, systems, outcomes and efforts to realize the potential of our leadership philosophy while supporting individuals with ID to live a full, quality life. The SLT has identified 18 goals, 12 are currently being addressed and 6 are awaiting address as other achievements occur.

Update January through June 2009:

The SLT continues to convene on a weekly basis. SLT has regularly scheduled quarterly meetings with the CCST to brainstorm about ways to improve operations to create higher performance, to explore strategies to improve person centeredness of supports and services and to foster leadership at all levels of NVTC.

Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
Secure resource commitment to achieve the four NVTC Focus Areas.	CP-04 Provide adequate staff time and funds to develop staff training in the concepts of PCP, team building, leadership, effective coaching, and continuous improvement.	Results of data from 2008 Family Survey and 2008 CSB Survey. Results of data from a survey that will be completed after the implementation of person centered thinking and processes and after the development of PCT coaching team.	Develop process of identifying training and projects related to four Focus Areas and evaluating resource and funding requirements while generating support from SLT.	June 2008	Facility Director – Dr. Mark Diorio	Objectives with target dates prior to the date of this report have been achieved.
			Re-evaluate funding of projects and training initiatives given current budgetary issues.	December 2008		Funds have been budgeted and resources secured to support over 49 PCP and ISP projects. A vetting process has been initiated within SLT and among CCST and other teams, which identifies potential projects and their requirements to allow SLT to evaluate and facilitate their success.
			Re-evaluate process and streamline to include greater accountability.	July 2009		Funds have also been budgeted and resources secured to support staff training in concepts of PCP, Teambuilding, Leadership, Effective Coaching, etc. Results of data from 2008 Family Survey were shared with SLT in the 2 nd quarter of 2009. Further review of the findings will take place in July 2009 to determine if current projects and strategies



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						adequately address issues identified
UPDATE January, 2009 to June, 2009		<p># of opportunities for staff development in PCP, leadership, coaching, and continuous improvement</p> <p>Data from the Residential Services Competency Check List</p>	<p>Evaluate projects and training required to improve person centeredness and teamwork.</p> <p>Evaluate data from RS competency check list</p>	<p>June 2010</p> <p>September 2010</p>		<p>The Atmosphere and Trust Survey completed in 2008, the data was tabulated and sent to staff.</p> <p>The SLT and CCST will not survey again until after staff development and transition to person centeredness is under way estimate to occur in 2012.</p>
Staff at all levels throughout the facility will operationalize the NVTC leadership philosophy.	CP-05 Cascade the leadership philosophy fully throughout NVTC's workforce and assure incorporation into operations so that we LIVE IT fully. Improve synergy of the leadership philosophy within the workforce culture demonstrated by improvement in the ratings obtained through the Atmosphere and Trust of 2008. This will be accomplished through	<p>100% of workforce have received and understand the Leadership Philosophy</p> <p>60% of policies and procedures, which have been reviewed for alignment with Leadership Philosophy.</p> <p>% of training sessions, which have been reviewed for alignment with Leadership Philosophy.</p> <p>A follow-up survey to the Atmosphere and Trust of 2008 will be completed after the implementation of person centered thinking and processes and after the development of PCT coaching team to take place in 2012.</p>	<p>Finalize Leadership Philosophy</p> <p>Present and disseminate via workshops, meetings, newsletters, and postings.</p> <p>Review for updates 30% of NVTC policies and procedures</p> <p>Review for updates 40% of NVTC training and instructional materials.</p> <p>Identify opportunities, which demonstrate utilization of the Leadership Philosophy.</p> <p>Evaluate results of data from identified opportunities, surveys and reports pertaining to Leadership Philosophy.</p>	<p>June 2008</p> <p>September 2008</p> <p>April 2009</p> <p>April 2009 April 2010</p> <p>February 2009</p> <p>July 2010</p>	Facility Director – Dr. Mark Diorio	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>SLT finalized its Leadership Philosophy in 2008 and has periodically re-evaluated it to ensure it fully reflects the principles of HPO and PCP. SLT is moving into the next phase of identifying how it can capture opportunities, which demonstrate that the Leadership Philosophy is linked to actual behaviors.</p> <p>A workgroup has been formed to review all policies & procedures for alignment with Leadership Philosophy and PCP principles.</p> <p>Workshops and trainings currently being offered include leadership development and skill building for NVTC supervisors.</p>



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	workshops, meetings, newsletters, postings, revision of policies and procedures and trainings. Operationalize the philosophy and increase its visibility by integrating it among teams, meetings and documentation.					NVTC currently utilizes a consultant to promote HPO and PCP principles and integration of its Leadership Philosophy at all levels of the organization.
UPDATE January, 2009 to June, 2009		Increase in the ratings of the Atmosphere and Trust Survey results.	Repeat Atmosphere and Trust Survey.	July 2012		Objective achievement dates as modified above.
Staff at all levels throughout the facility will operationalize the NVTC leadership philosophy.	CP-06 Distribute Family Satisfaction Survey and analyze results.	100% of Surveys Distributed Percent of Responses Received/completed Results of data pertaining to PCP & leadership philosophy domains/elements of survey.	Distribute 100% 2008 Surveys Receive at least 60% Surveys Process Responses Compile Report Disseminate Results Develop action plan Distribute 2010 Surveys	April 2008 May 2008 August 2008 January 2009 February 2009 April 2009 August 2010	Dir. Program Compliance-	Objectives with target dates prior to the date of this report have been achieved. 175 surveys were distributed and 105 responses were received (60% return rate). Results of data from 2008 Family Survey were shared with SLT in the 2 nd quarter of 2009. No issues found. Next survey scheduled for 2010.
UPDATE January, 2009 to June, 2009						NVTC continues to address the strategies and objectives as detailed above. There is no additional status to report.



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Staff at all levels throughout the facility will operationalize the NVTC leadership philosophy.	CP-07 Distribute CSB Satisfaction Survey and analyze results.	% of Surveys Distributed % of Responses Received Results of data pertaining to PCP & leadership philosophy domains/elements of survey.	Distribute 100% 2008 Surveys Receive at least 60% Surveys Process Responses Compile Report Disseminate Results Develop action plan Distribute 2010 Surveys	April 2008 May 2008 August 2008 January 2009 June 2009 July 2009 August 2010	Dir. Social Services-	Objectives with target dates prior to the date of this report have been achieved. 5 CSB surveys were distributed and 2 received a 40% return rate. Results of data from 2008 CSB Survey were shared with SLT in the 2 nd quarter of 2009. No issues found. Next survey will go out 2010 .
<i>UPDATE January, 2009 to June, 2009</i>						<i>NVTC continues to address the strategies and objectives as detailed above. There is no additional status to report.</i>
NVTC will successfully position the right people in the right places to deliver excellent services while reinforcing the principles of HPO and PCP and promoting the mission and vision of NVTC.	SLT-06 Implement the Helping New Employee Succeed Program (Formerly the 30/60/90 day follow-up) by creating a series of surveys and interviews for new employees around a four-phase approach. 1.Evaluation of trainers 2.Evaluation of pre-service orientation program 3.Post orientation meeting between new employee and	% of new employees in 2009 who are facilitated through all phases of the program. Results of data from Helping New Employee Succeed Program interviews and evaluations.	Design initial draft of interview & process. Distribute interview for feedback. Process responses and feedback. Present to SLT. Implement Pilot Program with 100% Jan Pre-Service class participants.	July 2008 August 2008 September 2008 December 2008 January 2009	Dir. Admin. Asst.-	Objectives with target dates prior to the date of this report have been achieved. The pilot program was initiated January 2009 and the current pre-service class is being tracked. Interviews and surveys will be conducted with this group, utilizing supervisors, training staff, department heads and SLT members. SLT is also supporting establishing a relationship with new employees by hosting a Meet & Greet with new classes to provide some 1:1 personal time with each person. These started in August 2008. Feedback from new employees



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	<p>new supervisor</p> <p>4. Confidential assessment session between new employee and someone outside of his or her department. Its main goal is to create an open and timely mode of communication to provide the facility with insight into the needs of the individual being served, the needs of the new staff and to highlight any disconnect which might exist between our vision, mission, PCP and HPO training and what is been observed operationally. The Director's office will manage this program and maintain the relevant database and the calendar.</p>		<p>Complete Pilot Program with full series of interviews and surveys of Jan class</p> <p>Compile Report of pilot</p> <p>Disseminate Pilot Results</p> <p>Develop action plan/recommendations based on results of pilot program</p>	<p>March 2009 December, 2009</p> <p>April 2009 March 2010</p> <p>April 2009 April 2010</p> <p>May 2009 June 2010</p>		<p>and SLT have been favorable.</p> <p>The series of interviews for new hires for January have been completed with the exception of one staff and are currently coordinating a time to meet with her.</p> <p>Since the project has proven to be quite challenging for some staff with regard to scheduling interviews, extended training, and other unanticipated impediments, the pilot will be extended through December, 2009 for a more comprehensive analysis.</p>
<p>UPDATE January, 2009 to June, 2009</p>						<p>SLT Project-06 was initiated with the January 2009 training class as a "pilot" project, with results to be reviewed after the first 3/4 months. The project coordinator requested that this pilot be extended through</p>



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						<p><i>December 2009 due to difficulties encountered by supervisors and SLT when scheduling interviews with staff who work different shifts/schedules. Extending the pilot through 12/2009 enables the coordinator to gather results from the surveys and interviews to provide adequate, accurate feedback of the program. 47 new employees completed the pre-service training orientation program from January through June 2009.</i></p> <p><i>Of those 47 new staff, 14 staff have completed the 4-phases of survey/interviews each.</i></p> <p><i>The remaining 33 new staff are currently in the process of completing the 4-phase interview process:</i></p> <ol style="list-style-type: none"> <i>1. Evaluation of each training session & instructor by the new employee</i> <i>2. Evaluation of the entire training program (courses methods & atmosphere)</i> <i>3. 30/40 day new employee interview (this is completed by the new</i>



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						<p><i>employee's supervisor once the employee has been working at the site for at least 30 days)</i></p> <p>4. <i>90/120 day new employee interview with a Senior Leadership Team member.</i></p> <p><i>NVTC's Senior Leadership Team has met with 14 new staff since January to complete the 90/120 day evaluation, to discuss their integration into NVTC, satisfaction with the new position, department manager and initial training. These evaluations are currently being reviewed by the Facility Director.</i></p>
<p>NVTC will successfully position the right people in the right places to deliver excellent services while reinforcing the principles of HPO and PCP and promoting the mission and vision of NVTC.</p>	<p>SLT-12 Improve NVTC recruitment processes to continue to increase the caliber of the NVTC workforce and the knowledgebase available to the individuals receiving services.</p>	<p>Increase % of recruits selected from each job fair by 20%.</p>	<p>Form project team</p> <p>Evaluation current recruitment process/format</p> <p>Present recommendations to SLT</p> <p>Implement recommendations</p> <p>Evaluate impact</p> <p>Present results to SLT</p>	<p>September 2008</p> <p>September 2008</p> <p>October 2008</p> <p>November 2008</p> <p>February 2009</p> <p>July 2009</p> <p>July 2009</p> <p>August 2009</p>	<p>Dir. HR-</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>NVTC continues to hold job fairs.</p>



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<p>UPDATE January, 2009 to June, 2009</p>		<p>Increase recruitment avenues to improve diversity, and representation of knowledge, skills and abilities of potential hires in alignment with NVTC mission, vision, values, and leadership philosophy.</p>	<p>Objective Target Dates modified as indicated above.</p>			<p>The indicator/measurements reflect a change to better correlate with the outcome and strategy. The objectives remain appropriate to the long-term outcome and the strategy /goal.</p> <p>NVTC continues to hold job fairs. NVTC has collaborated with a job placement organization, Corporate Gray to attract retiring or retired military applicants. Collaboration with SkillSource, this regions one-stop center, continues to be productive. In the last fiscal year, we had a slight decrease (5%) in the number of employees successfully hired into direct support entry-level positions. This decline could indicate improved screening techniques for applicants' experience, alignment with NVTC values, demonstration of knowledge skill, ability, and presentation of concepts of leadership and mutual learning. Data for FY09 is not yet available for comparison purposes.</p>
<p>NVTC will successfully position the right people in the right places to deliver excellent</p>	<p>SLT-09 Implement formalized post-promotion evaluations of people promoted</p>	<p>100% sample of people promoted from within must meet 80% success rate when scored during their Post-</p>	<p>Design Pilot Evaluation Supervisory Skills Assessment Instrument.</p>	<p>October 2008</p>	<p>Dir. HR-Kathy Thoman</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>The initial draft of the evaluation has been finalized and the team</p>



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<p>services while reinforcing the principles of HPO and PCP and promoting the mission and vision of NVTC.</p>	<p>from within or newly hired into supervisory positions to increase success rate and performance of core competencies necessary for the position. Utilize evaluations to identify and address areas where PCP can be enhanced.</p>	<p>Promotion Evaluation.</p>	<p>Develop and Publish NVTC Instruction Regarding Use of Supervisory Skills Assessment</p> <p>Begin utilizing Assessment</p> <p>Assess effectiveness of program</p>	<p>August 2009</p> <p>September 2009</p> <p>October 2011</p>		<p>is determining how it will be incorporated into the current performance cycle and process. An SOP is being written.</p> <p>It was determined that an NVTC Instruction would be published rather than an SOP. It was also determined that a pilot program was not necessary and implementation of the form will begin once the NVTC Instruction is published.</p>
<p>UPDATE January, 2009 to June, 2009</p>		<p><i>Of all newly hired supervisors or individuals promoted into supervisory positions, between September 2009 and September 2010, 90% of these individuals will have achieved a competency rating on the final assessment of "Employee is Making Progress Towards Full Competency as a Supervisor" or "Employee Exhibits Required Competencies as a Supervisor".</i></p>				<p><i>The indicator/ measurements reflect a change to better correlate with the outcome and strategy.</i></p> <p><i>The objectives remain appropriate to the long-term outcome and the strategy /goal.</i></p> <p><i>NVTC continues to address the strategies and objectives as detailed above.</i></p>



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WORKFORCE DEVELOPMENT

Our future success is dependent on our efforts today to cultivate a workforce that is innovative, collaborative, outcome driven and person-centered by examining our workforce recruitment, hiring, training, and development process to identify and implement best practices, which will also integrate the philosophy of PCP, our vision and mission.

Update January through June 2009:

Work force development continues to be an essential element to support the paradigm shifts of higher performance and person centeredness. There are challenges to work force development. One of the biggest challenges is time constraints. We continue to encourage people to participate in development opportunities to gain experience in person centered thinking and to learn about leadership, supervision, communication and other topics related to improving professional relationships and customer service and quality.

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NVTC workforce familiar with and approaching the achievement of the 4 focus areas.	CP-01 The facility director and SLT members use various portals (the NVTC newsletter, town meetings, recognition events (Volunteer Services, employee picnic, holiday gathering, etc.) to communicate with all staff, the commitment to person-centered supports and services.	40% sample subset of the workforce per year with 80% successful response when interviewed in the Atmosphere and Trust Survey about mission, vision, values, leadership philosophy.	Develop strategy Develop list of meetings and other opportunities to communicate PCP philosophy Develop teams to ensure opportunities are realized Meet to review feedback	June 2008 June 2008 July 2008 July 2010	Facility Director– Dr. Mark Diorio	Objectives with target dates prior to the date of this report have been achieved. Facility Director and SLT members have attended meetings, forums, put on trainings, visited with new employees to continue to share the principles behind PCP. Newsletters, emails, training materials have been developed that reinforce the message as well as a monthly Meet & Greet between SLT and each new employee class.
<i>UPDATE January, 2009 to June, 2009</i>		<i>Frequency of forums conducted # of participants at each forum session Data from Residential Services Supervisory Checklist data</i>	<i>Identify other assessments for measurement of workforce familiarity with te 4 areas of focus. Review frequency, participation and notes from forums conducted as related to the 4 focus areas.</i>	<i>June 2010 June 2010</i>		<i>The indicator/ measurements reflect a change to better correlate with the outcome and strategy. NVTC newsletter published: Winter 2008 Director’s Corner “Life is Good” – Spring 2009 Director Sums up the changes</i>



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
		<p><i>Atmosphere and Trust Survey data of 2012</i></p>	<p><i>Identify other measurements or indicators to assess relevance of 4 focus areas and efficacy of communication of 4 focus areas.</i></p>	<p><i>September 2010</i></p>		<p><i>June 2009 Letter from the facility director to all of NVTC staff, to all parents, AR's and guardians, to work and support locations describing PCP and ISP changes and department name change.</i></p> <p><i>June 2009 Facility Director publishes in the NVTC NOW first edition</i></p> <p><i>NVTC Employee forums were held in March and June. The forums are open to all staff to discuss current events and any concerns.</i></p> <p><i>A follow-up survey to the Atmosphere and Trust of 2008 will be completed after the implementation of person centered thinking and processes and after the development of PCT coaching team to take place in 2012.</i></p>
<p>NVTC workforce familiar with and approaching the achievement of the 4 focus areas.</p>	<p>CP-02 The facility director and SLT members meet with the Parents and Associates (P&A) to engage their input and to keep them abreast of the culture change and organization transformation progress.</p>	<p>Family Satisfaction Survey results pertaining to NVTC culture.</p>	<p>Establish PCP and HPO as regular agenda item for SLT members to present.</p> <p>Put together joint meeting between SLT and P&A and schedule quarterly thereafter.</p>	<p>June 2008</p> <p>December 2008 March 2009 June 2009 September 2009 December 2009</p>	<p>Facility Director– Dr. Mark Diorio</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>The Facility Director or designee attends monthly P&A meetings. SLT did meet with the P&A to discuss the NVTC Comprehensive Plan, principles of PCP and HPO and agreed to establish regular quarterly meetings.</p> <p>Results of data from 2008 Family</p>



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						<p>Survey were shared with SLT in the 2nd quarter of 2009. Further review of the findings will take place in July 2009 to determine if current projects and strategies adequately address issues identified.</p>
<p>UPDATE January, 2009 to June, 2009</p>						<p><i>P& A met with Deputy Commissioner of DBHDS and Facility Director of NVTC on June 9, 2009 to review future strategic plans and options for the training centers.</i></p> <p><i>In addition to the P&A members joining SLT meetings, at least one SLT member regularly attends the P7A meetings that occur once each month.</i></p> <p><i>May 30, 2009 at the P&A general meeting Clinical Services Director engaged in discussion about the change to the ISP and person centered thinking processes that will change the way we support people. Presented an explanation of the SIS tool and the upcoming name change for the department and the changes to email and web site addresses.</i></p> <p><i>The Facility Director and a member of the NVTC Parents and Associates are active participants on the SEVTC advisory committee.</i></p>



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<p>NVTC workforce familiar with and approaching the achievement of the 4 focus areas.</p>	<p>CP-03 The facility director and SLT members are working with P&A and regional partners to provide treatment and support to people with ID and/or dual diagnosis and to define the future of NVTC as the regional service system changes.</p>	<p>NVTC Representative to participate in 80% of meetings offered.</p> <p>Family Satisfaction Survey results pertaining to NVTC support services.</p> <p>CSB Satisfaction Survey results pertaining to NVTC support services.</p> <p>Regional Utilization Management (RUM) plan.</p>	<p>Designate representatives to attend these meetings</p>	<p>June 2008</p>	<p>Facility Director– Dr. Mark Diorio</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>Regular meetings with the P&A and regional partners continue in preparation of ISP and PCP enhancement.</p> <p>Northern Virginia dual-diagnosed protocol was piloted among CSB Executives and Facility Directors from NVTC and NVMHI. It was later revised in December 2008. All regional work group members signed off on this regional SOP entitled “Providing Emergency Psychiatric Help to Consumers with Intellectual Disabilities.”</p> <p>Results of data from 2008 Family Survey were shared with SLT in the 2nd quarter of 2009.</p>
<p>UPDATE January, 2009 to June, 2009</p>		<p>Grant award from Virginia Board for People with Disabilities supporting collaboration of Staff and NVTC with the Arc of Northern Virginia to address improving access to dental services for people with developmental disabilities.</p> <p>Number of dentists participating in the grant projects</p>	<p>Initiate grant activities to Build Capacity, Capability and Commitment to Serve People with Developmental Disabilities.</p> <p>Attend grant management training</p> <p>Establish Special Needs Dentistry Workshop</p> <p>Outreach to individuals with developmental disabilities in</p>	<p>October 2009</p> <p>September 2009</p> <p>March 2010</p>	<p>Special Projects Coordinator & Dir. Clinical Services</p>	<p>P& A met with Assistant Commissioner of DBHDS and Facility Director of NVTC on June 9, 2009 to review future strategic plans and options. The P & A discussed support by the Department for developing strategic services at NVTC as they pertain to the RUM document.</p> <p>The RUM plan requires review and revision in the upcoming fiscal year. On June 12, 2009, the regional ID directors with the</p>



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		<p><i>Number of people trained in special needs dentistry</i></p> <p><i>Number of patients served in the grants project</i></p>	<p><i>need of special needs dentistry service</i></p> <p><i>Design Brochures and self advocacy material;</i></p> <p><i>Increase access to private practice dentistry.</i></p> <p><i>Support Dental Student Rotation in special needs dentistry.</i></p>	<p><i>March 2010</i></p> <p><i>December 2009</i></p> <p><i>December 2010</i></p> <p><i>December 2010</i></p>		<p><i>Facility Director and Mike Gilmore met to discuss potential process to develop a RUM plan that might successfully be vetted in the region.</i></p> <p><i>NVTC in collaboration with the ARC of No VA was awarded a grant from the Virginia Board for People with Disabilities.</i></p> <p><i>NVTC staff will attend grant management and accountability training in September.</i></p>
<p>High performing Interdisciplinary teams/cross functional work teams.</p>	<p>SLT-02 Provide ongoing training in principles of a HPO. Each team will have a person identified and trained as a facilitator for that team.</p>	<p>90% of workforce attending training</p> <p>100% of the Interdisciplinary Teams with identified facilitator role.</p>	<p>Identify training resource</p> <p>Disseminate expectation of participation</p> <p>Schedule series of training</p> <p>Incorporate into ongoing training requirements</p>	<p>March 2008</p> <p>April 2008</p> <p>June 2008</p> <p>July 2009</p>	<p>Dir. Clinical Services</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>Over 90% of the workforce has attended HPO training.</p> <p>All Teams have members who have attended training in Facilitation.</p> <p>A consultant was hired to develop and provide facilitator training. Training has begun and each team has been represented during these opportunities.</p>
<p>UPDATE January, 2009 to June, 2009</p>			<p><i>Update July 2009</i> <i>Create a second training curriculum in the principles of higher performance and leadership reflecting the</i></p>		<p><i>M. Graham & Katie Egan – CCST</i></p>	<p><i>Each team developed norms and is working to improve the quality of the teamwork through commitment to these norms.</i></p>



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			<p><i>content of Person centered supports, thinking and coaching</i></p>	<p><i>July 2010</i></p>		<p><i>NVTC employees participated in the Promoting Quality Through Person Centered Thinking training offered at NVTC. As of 6/30/09, 174 employees participated.</i></p> <p><i>Mentors and CCST members are working as an integrated team to achieve a goal that will make NVTC a safe, supportive, collaborative place to live and/or work.</i></p> <p><i>Program Managers (PM) and Social Workers (SW) meet approximately monthly to improve cross functional leadership relationships for the members of each team and to discuss strategies to achieve higher performance while transitioning to the Person Centered ISP.</i></p> <p><i>PM and Director of Residential Services are responsible for the implementation of the Support Intensity Scale SIS.™</i></p> <p><i>The SW and Dir of SW are responsible for the implementation of ISP.</i></p> <p><i>Together the PM and the SW will coordinate activities to identify planning partners and coordinate scheduling.</i></p>
<p>A system of</p>	<p>SLT-05</p>	<p>10% sample subset of the</p>	<p>Establish slogan</p>	<p>June 2008</p>	<p>Dir. Nursing</p>	<p>Objectives with target dates prior</p>



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<p>shared accountability and responsibility for supports and services provided will be fully actualized</p>	<p>Establish facility-wide slogan to promote self-examination, correction and reinforcement. Annual Survey of facility workforce regarding the facility slogan will be developed and implemented in order to assess the successful assimilation of the slogan into the facility culture.</p>	<p>workforce per year with 80% successful response when interviewed in the Atmosphere and Trust Survey about the purpose and function of the slogan.</p>	<p>Disseminate slogan</p> <p>Capture photos which demonstrate living the slogan</p> <p>Integrate into NVTC activities and events</p> <p>Utilize Quality Of Life Fair to further disseminate slogan</p> <p>Evaluate staff understanding and use of the slogan</p> <p>Present results</p> <p>Evaluate future strategies based on results</p>	<p>August 2008</p> <p>September 2008</p> <p>December 2008</p> <p>January 2009</p> <p>April 2009</p> <p>May 2009</p> <p>July 2009</p>	<p>Services-Debbie Tatum</p>	<p>to the date of this report have been achieved.</p> <p>The goal was achieved in November 2008 at the Quality of Life Fair prior to the January 2009 date. The Life is Good committee produced a <i>Life is Good</i> booth depicting photographs of "live" situations that demonstrated person centered activities of daily life. Other Life is Good opportunities continue to be presented at home and/or facility leisure and social events.</p>
<p>UPDATE January, 2009 to June, 2009</p>		<p><i>Reiterate the explanation of Life is Good and How is Life as appropriate throughout the workday.</i></p> <p><i>Highlight and print these strategies in NVTC NOW, NVTC newsletter, staff meetings and other staff development sessions</i></p>	<p><i>July 2010</i></p> <p><i>July 2010</i></p>		<p><i>The goal was achieved prior to April 2009. Staff were taught in HPO and PCP presentations to utilize the Life is Good slogans to enhance the knowledge and promotion of positive staff to staff and staff to individual interactions. At several leisure/social events for individuals at NVTC, staff had the opportunity to pull the words; "How's Life and Life is Good" slogans from a lottery source. Staff have been able to articulate and appreciate the rationale for creating a slogan to allow them to provide self</i></p>	



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						<p><i>assessment and self management of situations that could otherwise prove to be embarrassing or uncomplimentary.</i></p> <p><i>The process is ongoing with no end date for completion or evaluation.</i></p> <p><i>The goal was met prior to May 2009 and continues to be an ongoing and continuous goal without an end date. Life is Good moments have been captured then presented (displayed) in areas such as in the administration building's reception area, the holiday luncheon, in photographs on contact and communication boards and displayed around the facility in framed photograph graphics. Staff use this statement in the daily operations of work at NVTC in clinical meetings, home meetings and to reinforce the importance of person centered supports.</i></p> <p><i>A "Life is Good" booth at the recent Cultural Sharing and Celebration event yielded lively discussions on how cultural diversity produces talents that make life better for individuals</i></p>



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						<p><i>who live at NVTC.</i></p> <p><i>The slogan, "Life is Good" and the rhetorical question, "How's Life" is an excellent approach to initiate or start difficult conversations. As the slogan is an effective mode of communication and opportunity to provide self-assessment and self-management, the slogan will be continued as part of strategies to improve and make Life Better at NVTC.</i></p>
<p>Enhance supervision and management skills of all NVTC supervisors</p>	<p>CCST-04/SLT-10 Increase Supervisor training related to coaching, mentoring, communications and essentials f of supervision and enhancing employee performance and leadership ethics. This will be accomplished via a variety of strategies including the Managing Virginia Program (MVP), College of Direct Support-Frontline Supervisory Training Modules, In-house curriculum and use of outside consultants.</p>	<p>95% of the supervisory workforce attending 1 or more training and skill development opportunities per year.</p> <p>35% of supervisory workforce will demonstrate identified competencies via the Supervisory Skills Assessment Instrument.</p>	<p>Research to generate list of topics, questions and issues for discussion</p> <p>Gather and analyze feedback from staff to determine key subject areas.</p> <p>Identify top 12 issues to be covered over the next 12 months</p> <p>Develop curriculum and calendar.</p> <p>Develop team of facilitators and presenters.</p> <p>Begin to Implement curriculum.</p> <p>Create 12-month calendar and send out invites throughout</p>	<p>June 2008</p> <p>July 2008</p> <p>August 2008</p> <p>September 2008</p> <p>October 2008</p> <p>October 2008</p>	<p>Dir. Therapeutic Rec.- Veronica Laughman</p> <p>And</p> <p>Dir. Training – Cheryl Wacker</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>The team launched the first training session "Frankly Speaking" which is part of the MVP Program communication series. The sessions concluded and they are in the process of preparing to launch "The Art of Listening" which is the second part of the communication series.</p> <p>Sessions in "Leadership Styles" began in February 2009</p> <p>Feedback was generally good with about 60% of supervisors at NVTC attending. Team continues to recruit facilitators for the sessions and discuss</p>



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			facility Evaluate sessions. Measure impact of sessions via the Supervisory Skills Assessment Instrument . Create an integrated competency-based training system for supervisory staff.	December 2008 July 2009 December 2010 July 2010 June 2011		strategies to increase participation. 57% of the supervisory workforce has attended 1 or more training and skill development opportunities during this current round of sessions.
<p>UPDATE January, 2009 to June, 2009</p>						<p><i>Objectives modified as indicated above strategy/goal and indicators remain the same.</i></p> <p><i>For staff promoted from within, NVTC is initiating the use of a Supervisory Skills Assessment Instrument.</i></p> <p><i>All NVTC Staff including supervisors are receiving training on Person Centered Planning and SIS. The facilitated discussions of MVP and College of Direct Support were temporarily suspended due to the emphasis and resource commitment to person centeredness, SIS and the new ISP process.</i></p> <p><i>The team plans to resume</i></p>



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						<i>training in identified areas of need in January 2010.</i>
Person-Centered Plans outcome focused on activities and supports that are important to the individual.	CMS-05/16/2008-W242 A Residential Services, in collaboration with clinical services, will develop training for DSPs to address competencies in active treatment/engagement which relates directly and reinforces a PCP approach to daily interactions (Do With NOT Do For)	70% of the residential services workforce will participate in development activities to improve ability to demonstrate competencies of engaging people in active treatment.	Develop sessions to address specific competencies Create calendar Solicit trainers Begin training Evaluate to determine impact	December 2008 February 2009 March 2009 March 2009 August 2009	Dir. Residential Services- Joe Rajnic	Objectives with target dates prior to the date of this report have been achieved.
<i>UPDATE January, 2009 to June, 2009</i>		<i>Data from the RS Self-Determination and Person Centered Competency Checklist has been developed to evaluate the competencies of 'respecting',</i> <i>Competencies as measured in 90% of staff through observations and evaluated in the 4th quarter review.</i>	<i>Data review of Residential Services Self-Determination and Person Centered competency check list</i> <i>Increase in person centered competencies as indicated by the RS Self-Determination and Person Centered Competency Checklist based.</i> <i>Provide training and information to staff about the CMS process and other oversight entities.</i>	<i>January 2010</i> <i>June 2010</i> <i>May 2010</i>		<i>The indicator/measurements to achieve this strategy/goal and outcome have been modified as indicated.</i> <i>The training specific to the long term outcome includes the "Achieving Quality through Person Centered Thinking". As of June 30, 2009, 174 Direct Care Supervisory & Professional staff have participated. We will continue to offer this class and PCP coaching sometime in the near future. Additionally, the director of Residential Services provided training on 2009 CMS Survey results and subsequent POC; providing, in part,</i>



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						<p><i>guidance on targeted areas for active treatment planning and implementation. This opportunity was well received and will be repeated in the future.</i></p> <p><i>The Competency Checklist was developed in May 2009 to evaluate the competencies of 'respecting', 'communicating' and 'reporting'.</i></p> <p><i>All competencies address person centered practices within the context of engagement and active treatment.</i></p> <p><i>The checklist was reviewed by the residential management team and prepared for implementation 6/1/09.</i></p>
<p>Identify strategies to promote and implement the Leadership Philosophy, Person-Centered Planning, HPO, and collaboration among all ID Team representation.</p>	<p>SLT-07 Conduct regular clinical department head meetings to discuss clinical issues that have an impact on operations and our ability to implement the Leadership Philosophy, Person-Centered Planning, and HPO.</p>	<p>40% sample subset of the workforce per year with 80% successful response when interviewed in the Atmosphere and Trust Survey about PCP, HPO, and leadership philosophy.</p>	<p>Identify team</p> <p>Set meeting schedule and first agenda</p> <p>Hold first meeting</p>	<p>May 2008</p> <p>June 2008</p> <p>June 2008</p>	<p>Dir. Nursing Services- Debbie Tatum</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p>



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<i>UPDATE January, 2009 to June, 2009</i>		<p><i>Regularly scheduled meetings</i></p> <p><i>Representation of all clinical departments in attendance</i></p>		<p><i>June 2009</i></p> <p><i>June 2009</i></p>		<p><i>An integrated clinical team has been meeting regularly with a focus on how to develop simple protocols that integrate health care information, programming issues and staff empowerment.</i></p> <p><i>This long-term strategy/goal is met.</i></p>
Improved supportive relationships between the NVTC workforce and the people they serve.	CP-16 Cultivate the principles of person-centered planning, self-determination and choice through training, discussion and modeling of these principles.	<p>40% sample subset of the workforce per year with 80% successful response when interviewed in the Workforce Culture Survey (WCS) about PCP, quality of life or the supporting relationship role.</p>	Identify key behaviors that demonstrate the principles of person-centered planning, self-determination and choice.	February 2009	Residential Management	Team is forming.
<i>UPDATE January, 2009 to June, 2009</i>		<p><i>Results of the RS Self-Determination and Person Centered Competency Checklist to evaluate the competencies of 'respecting', 'communicating' and 'reporting'.</i></p> <p><i>Improved or different results when the Atmosphere and Trust survey repeats sometime in 2012.</i></p>	<p><i>Provide "Achieving Quality Through Person-Centered Thinking" training to departmental staff as foundation for collaborative efforts in person-centered planning.</i></p> <p><i>Develop Residential Managers as Support Intensity Scale (SIS) Trainers formally reflecting and assessing person-centered supports for each individual.</i></p> <p><i>Establishment of Planning Partners incorporated into the development of the ISP</i></p>			<p><i>UPDATE JULY 2009</i></p> <p><i>In the next reporting period, NVTC will consolidate CP- 16, CP 17 and CP 18 and CP19.</i></p> <p><i>The indicator/measurement for this strategy outcome is changed.</i></p> <p><i>The key behaviors have been identified through the ISP process and the achieving quality through person centered thinking training. In addition these behaviors will be assessed through the RS Self-Determination and Person Centered Competency Checklist</i></p>



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			<p><i>Provide Interdisciplinary and departmental team building opportunities with support of a consultant.</i></p> <p><i>Develop coaching and feedback to further building a collaborative, mutual learning model.</i></p> <p><i>Encourage cross- function networking like the Home based Demonstration Projects led by DSP Mentors toward establishing a safe, collaborative workforce environment</i></p>			<p><i>based.</i></p> <p><i>NVTC has 3 years invested in the High Performance Organization workforce culture change. Coupled with the 2 year investment in supporting person-centered planning and systems. Both efforts cultivate mutual learning and support. NVTC core values should also result in the behaviors demonstrating person centeredness, self determination and choice.</i></p>
<p>Improved supportive relationships between the NVTC workforce and the people they serve.</p>	<p>CP-17 The NVTC Person-Centered Planning committee will develop a presentation to challenge workforce to align behaviors with knowledge and beliefs about person centeredness within the next year.</p>	<p>40% sample subset of the workforce per year with 80% successful response when interviewed in the Workforce Culture Survey (WCS) about PCP, quality of life or the supporting relationship role.</p>	<p>Form team</p> <p>Develop presentation</p> <p>Schedule opportunities to present</p>	<p>February 2009 April 2009 May 2009</p>	<p>B7 Program Manager- Lori Hood</p> <p>Residential Management</p>	<p>Team is forming.</p> <p>Results of data from Workforce Culture Survey (WCS) will be realized once survey tool has been developed in the second quarter of 2009.</p>
<p>UPDATE January, 2009 to June, 2009</p>		<p><i>Results of the RS Self-Determination and Person Centered Competency Checklist to evaluate the competencies of 'respecting', 'communicating' and</i></p>				<p><i>Consolidation of CP- 16, CP 17 and CP 18 will occur for the next reporting cycle.</i></p> <p><i>"Achieving Quality Through Person centered Thinking" is this presentation.</i></p>



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		<p><i>'reporting'.</i></p> <p><i>Competency ratings as measured in 90% of staff through observations and evaluated in the 4th quarter review.</i></p>				<p><i>NVTC formed a talent network of different teams that are occurring naturally within the campus to address this outcome.</i></p> <p><i>Development opportunities in person centered thinking and coaching, the MVP supervisory modules and other sessions support accountability to change.</i></p> <p><i>Discussion of collaboration and teamwork is occurring through the Program Manager (PM) and Social Work (SW) meetings joint and apart as distinct departments. SW is leading the ISP coordination, PM is leading the SIS coordination.</i></p> <p><i>The DSP mentors are also advancing teamwork in collaboration with the CCST team members.</i></p>
<p>Improved supportive relationships between the NVTC workforce and the people they serve.</p>	<p>CP-18 Define and disseminate expectations of communication, choice and respect for the resident by promoting the supporting relationship role. This will be communicated through training, discussion and modeling of these</p>	<p>10% sample subset of the workforce per year with 80% successful response when interviewed in the Workforce Culture Survey (WCS) about PCP, quality of life or the supporting relationship role.</p>	<p>Identify key behaviors which demonstrate the supporting relationship role.</p> <p>Work with Workforce Culture Survey design team to incorporate in survey tool.</p>	<p>February 2009</p> <p>March 2009</p>	<p>B8 Program Manager- Chris Morin</p> <p>Residential Management and Social Work</p>	<p>Team is forming.</p>



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	principles.					
UPDATE January, 2009 to June, 2009		<p>Results of the RS Self-Determination and Person Centered Competency Checklist to evaluate the competencies of 'respecting', 'communicating' and 'reporting'.</p> <p>Competency ratings as measured in 90% of staff through observations and evaluated in the 4th quarter review.</p>	<p>Identify and develop planning partners for the SIS/ISP process.</p> <p>Review progress, problems and concerns and successes in the implementation of the ISP and SIS.</p>	<p>June 2010</p> <p>June 2010</p>		<p>Consolidation of CP- 16, CP 17 and CP 18 will occur for the next reporting cycle.</p> <p>"Achieving Quality Through Person centered Thinking" is this presentation.</p> <p>NVTC formed a talent network of different teams that are occurring naturally within the campus to address this outcome.</p> <p>Development opportunities in person centered thinking and coaching, the MVP supervisory modules and other sessions support accountability to change.</p> <p>The review of collaboration and teamwork is occurring through the PM and SW meeting together and apart as distinct departments. SW is the ISP</p>
Improved supportive relationships between the NVTC workforce and the people they serve.	CP-19 Develop and implement an annual Workforce Culture Survey to assess understanding and support or principles of PCP, Quality of Life, and role of staff in PCP.	100% of surveys completed	<p>Form team.</p> <p>Conduct research & design survey.</p> <p>Training surveyors.</p> <p>Implement survey.</p> <p>Process responses.</p> <p>Compile report.</p>	<p>January 2009</p> <p>February 2009</p> <p>March 2009</p> <p>April 2009</p> <p>June 2009</p> <p>July 2009</p>	<p>B8 Program Manager- Chris Merin</p> <p>Residential Management</p>	Team is forming.



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			Present report. Make revisions and recommendations based on survey data.	August 2009 October 2009		
UPDATE January, 2009 to June, 2009						<p><i>Consolidation of CP- 16, CP 17, CP 18 and CP19 will occur for the next reporting cycle.</i></p> <p><i>The CCST developed the Atmosphere and Trust Survey. This survey will repeat sometime in 2012 after the organization has had the opportunity to advance the culture change further.</i></p>

INDIVIDUAL SUPPORT PLANNING

Individual Support Plans are the primary customer service tool that we have at NVTC to provide more person-centered supports, opportunities for self-determination and choice. Our challenges are to revise the planning and support process, simplify the documentation, and focus on person-centered outcomes for the individual while remaining ICF/MR compliant and optimizing the entire experience to give the individual more input. Key to enhancing this process is providing ongoing education to all NVTC stakeholders concerning philosophy and implementation.

Update January through June 2009:

During this period, Program Managers have attended training in the administration of the Support Intensity Scale. The Social Work Team has experimented with the new ISP format and the planning process based on the important “to” and “for” concept. Both teams are prepared to work more closely with the individuals and their planning partners to plan.

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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
<p>Person-Centered Plans outcome focused on activities and supports that are important to the individual.</p>	<p>CP-21 NVTC is participating in the NVTC field test for the implementation of a Person-Centered Plan. NVTC will implement the new PCP based ISP</p>	<p>Facilitate at least 1 Individuals in the PCP field test. # Of individuals transitioned to new PCP based ISP.</p>	<p>Identify individual(s) for field test participation Develop field test implementation plan Begin field test Conclude Field Test and transition to PCP implementation Transition at least 15 Individuals to the PCP based ISP</p>	<p>June 2008 July 2008 November 2008 January 2009 July 2009</p>	<p>Dir. Social Services- Leslie Katz</p>	<p>The field test was initiated and concluded successfully. Individual involved will transition to full PCP based ISP implementation. Field test helped identify some cultural materials and resources. As of January 2009, this project will represent the main PCP based ISP implementation project.</p>
<p>UPDATE January, 2009 to June, 2009</p>			<p><i>Train workforce in the "Achieving quality through Person Centered thinking"</i> <i>Initiate use of the ISP for all annual review meetings</i> <i>Conduct the SIS™ for one-third of the population each year for the next three years and continue to do so on the triennial basis</i> <i>Coordinate and integrate the SIS™ results with the ISP development</i></p>	<p><i>December 2010</i> <i>July 2009</i> <i>June 2012</i> <i>June 2012</i></p>		<p><i>NVTC continues to have 3 representatives in the Statewide PCP Leadership Committee, which has not convened during this period.</i> <i>NVTC participated in the PCP 101 training at NVTC on April 7, 2009</i> <i>2 representatives from the SW department and the Director of Residential Services attended the PCP 202 Train the trainer session on June 12, 2009</i> <i>NVTC has been training the workforce in the Promoting Quality through PCT</i> <i>SW team has met at least monthly to pilot the ISP</i></p>



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
						<p><i>document and to prepare for implementation July 1, 2009</i></p> <p><i>NVTC is on target to implement ISP process for each individual at the time of the annual review</i></p>
<p>Individual Services Plans with identified strategies or interventions to improve community participation and/or integration.</p>	<p>CP-08 Increase or maintain the number of people participating in either full time or part time off-campus day-support services, such as workshops, employment or community integration programs.</p>	<p># Of people attending day support services off campus full time and part time.</p>	<p>Review current number of individuals participating</p> <p>Meet to discuss strategy to expand/increase numbers</p> <p>Increase # of Individuals attending day support services off campus by 2%</p>	<p>September 2008</p> <p>October 2008</p> <p>December 2009</p>	<p>Dir. Clinical Programs- Margaret Graham</p>	<p>Currently maintaining off campus participation in purchased supports.</p> <p>Increased enrollments will likely not occur this FY due to statewide fiscal constraint.</p>
<p>UPDATE January, 2009 to June, 2009</p>			<p><i>Identify opportunities to increase participation in NVTC Adult Leisure and Recreation Program</i></p> <p><i>Manage days support budget to purchase part-time off campus support as the budget allows.</i></p> <p><i>Explore retirement activity options and alternatives to work to incorporate community participation, learning and exploration based on feedback from individuals at the</i></p>	<p><i>June 2010</i></p> <p><i>June 2010</i></p>		<p><i>NVTC is not able to increase the # of individuals attending day support services off campus at this time due to statewide fiscal constraint. We continue to support 70 people to attend off campus day supports with some variation due to individual circumstances.</i></p> <p><i>Additionally NVTC supports approximately 42 individuals through the STC. The individual supported in STC are offered a variety of opportunities and choices for community</i></p>



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
			development of the ISP	June 2011		integration and participation including socializing at the coffee shop, eating out, shopping, bowling, and others.

DESIGN OF THE INDIVIDUAL RESIDENT RECORD

NVTC is currently utilizing the opportunity to transition from a Problem Orientated Record (POR) to an Outcome Orientated Record (OOR) to demonstrate its commitment to improving the accessibility and understanding of the individual resident record. The goal is to make it easier for the individual to interface with his or her record, Personal Support team and planning process. The move to a greater Person Centered approach is not a new one and has been a long commitment of NVTC for some time, however, the renewed focus has meant that more NVTC stakeholders are vested in bringing it to fruition within a shorter time frame. NVTC is also committed to working within DMH/MRSAS, Department of Behavioral Health and Developmental Services (DBHDS) to integrate the principles of PCP and OOR into the ongoing efforts to bring an Electronic Health Record (E.H.R) to each individual and facility.

Update January through June 2009:

NVTC is proceeding with the implementation of the new ISP process. Approximately 6 months into the implantation of these new processes, additional discussion regarding the individual record will occur.

Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
Person-Centered Plans outcome focused on activities and supports that are important to the individual.	CMS-05/16/2008-W242 B Clinical Services Director and the SW director will charter a subcommittee to (a) review the existing assessments and processes for individual program development; (b) develop improved interdisciplinary/cross functional documentation of self care assessment; (c) review the critical	# Of IHPs transitioned from problem-based planning to outcome based supports will be assessed every 6 months. # of ISP's with assessments indicating important "to" and "for"	Review draft version of ISP Meet to discuss impact and changes to existing systems Transition at least 15 individuals to the PCP based ISP	August 2008 October 2008 July 2009	Dir. Clinical Programs- Margaret Graham	Draft version of ISP is in review by IDT stakeholders. Meetings took place to discuss impact to operating and record planning for Jan 2009



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	cross functioning roles of the QMRP and the entire interdisciplinary team.					
UPDATE January, 2009 to June, 2009			<p><i>Implement the new ISP planning process and support development</i></p> <p><i>Assess required operations changes as the system adjusts to ISP new process</i></p> <p><i>Convene PM, SW, Clinicians and HIM to discuss changes to assessments, possible impact to record organization</i></p>	<p><i>July 1,2009</i></p> <p><i>January 2010</i></p> <p><i>January 2010</i></p>		<p><i>The PM and SW meet approximately monthly to discuss the implementation of the SIS and the ISP</i></p> <p><i>SIS will be completed for 33% of population in Year 1</i></p> <p><i>ISP will be completed for 100% of population in Year 1</i></p> <p><i>The ISP document created by the PCP statewide Leadership team fosters the transition from problem-oriented plan to a support driven plan based on the important "to" and important "for" designations.</i></p> <p><i>SW team will be implementing the new ISP process, working through the development of planning partners, integrating the promoting quality through person centered thinking strategies</i></p>

RESIDENT ACTIVITIES AND OPPORTUNITIES

NVTC is committed to expanding opportunities for self-determination and choice through the variety of activities and opportunities available to the residents. Our demonstrated successes providing residents activities and opportunities for growth in self-determination and choice include vacations, camping, therapeutic horseback riding, Special Olympics, coffee shop, instructional kitchen, restaurant and shopping opportunities,



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day support services, and others. We are also motivated to improve the current processes that support activities and opportunities, and develop new ones to achieve greater success.

Update January through June 2009

The residents of NVTC are enjoying a variety of activities, trips and social events. To highlight some of the new adventures during this time period: 2 residents enjoyed a cruise, one went to visit family in CA and another is schedule to visit family in CO, we have been to the beach in Sandy Point, the camp grounds in PW and regularly scheduled trips to known areas of cultural concentration to participate in activities of daily living (i.e. the Laundromat).

Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
Facilitate a wide variety of activities and opportunities for residents tied directly into Individual Services Plans with identified strategies or interventions to improve community participation and/or integration.	SLT-08 Homes will increase outings and increase time individuals are out of their homes while promoting dignity and respect by ensuring that each individual will have the opportunity to choose a destination and participate in more outside campus-based experiences on a more frequent basis stemming from individual preferences and requests.	Increase the # of experiences per person outside of the home	Meet with Homes Facilitate incorporation of objectives with QOL goals Follow-up with Homes to help resolve challenges Report on progress	June 2008 July 2008 August 2008 December 2008	Dir. Residential Services-	Homes adopted objectives in this area, which later merged with their QOL indicators. Participation in outside activities is up over 10% from previous reporting period and teams are maintaining data as part of their monthly reporting requirements.
<i>UPDATE January, 2009 to June, 2009</i>		<i>Number of trips per person Number of different locations</i>	<i>Provide monthly reports of on and off campus opportunities to Residential Management Provide supports to overnight vacations based on individual choice</i>	<i>July 2009 July 2009</i>		<i>On and off campus opportunities for the individuals are now tracked on a daily basis affording supervision a weekly retrospective of outside opportunities afforded and missed. Additionally, all overnight</i>



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
						<i>vacations experienced by the individuals are tracked and reported on annual basis to the Facility Director and Central Office.</i>
Quality of Life Indicators established and adopted by each home.	SLT-11 Utilize Quality of Life indicators developed by CCST workgroup for a supervisor scorecard of Homes. Scorecard will present all QOL indicators on one page with indication of status and data pertaining to goals demonstrating indicators.	Development of Quality of Life indicators scorecard.	Facilitate adoption of QOL indicators for each Home. Review 4 th quarter data at the end of 2008 Utilize data to develop scorecard.	July 2008 January 2009 July 2009 December 2009	Dir. Program Compliance-	Objectives with target dates prior to the date of this report have been achieved. Monthly meetings continue on homes to discuss and review progress and work through challenges. Photos are being shared which demonstrate QOL goals and were shared during recent facility activities. Team organized a QOL Fair. Homes have submitted 2008 data on the results.
<i>UPDATE January, 2009 to June, 2009</i>						<i>The team continues to address the objectives of this strategy.</i>
Quality of Life Indicators established and adopted by each home.	CCST-02 Establish Quality of Life Indicators within NVTC. Individual homes adopted the following Quality of Life indicators:	100% of Homes will adopt and implement Quality of Life Indicators	Meet with Homes Facilitate Home discussions to identify QOL indicators Collect QOL indicators Provide assistance as needed in helping Home realize strategies to implement QOL indicators Kick off QOL strategies.	March 2008 April 2008 May 2008 May 2008 July 2008	Training-Glenna Darlington	Objectives with target dates prior to the date of this report have been achieved. 100% of Homes has adopted one or more QOL indicators and has developed strategies they are currently implementing to bring them to life. A QOL Fair was held to give each Home an opportunity to show off their accomplishments. Photos were taken and displayed to demonstrate those QOL efforts.



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
			Develop QOL reporting strategy Collect QOL indicators data Collect photos, which demonstrate QOL indicators. Develop & hold QOL Fair Refine yearly process for each Home to review and evaluate QOL indicators.	July 2008 November 2008 January 2009 January 2009 June 2009		Homes reviewed and evaluated for each QOL indicator. Subsequent annual reviews are planned.
<i>UPDATE January, 2009 to June, 2009</i>						<i>The objectives for this strategy/goal are met. The score card referred to in SLT-11 will make this goal sustainable over time.</i>
Quality of Life Indicators established and adopted by each home.	QOL-01, QOL-04, QOL-15 Homes 1, 3C, and 6 will further improve and personalize the ambiance of the individuals' home environment by decorating all common living areas with the individuals' choices of pictures, plants, flowers, paint etc.	% of Homes adopting this goal who have completed enhancements of living areas	Take BEFORE photos Meet with individuals on Home. Generate ideas Create lists Setup trips to examine ideas and make purchases Install items Complete work requests Facilitate completion of projects Take AFTER photo	September 2008 September 2008 September 2008 October 2008 October 2008 November 2008 November 2008 February 2009 February 2009	Home Program Manager	Approximately 70% of these Homes have completed enhancements. They have been generating design ideas, lists and taking trips to purchase items for the homes. They have been facilitating individuals' ideas and requests for changes for a variety of enhancements. Some furniture has been installed. New artwork and photos are being reviewed by Home before mounting. Bedrooms are also being further personalized.



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				June 2010		
<i>UPDATE January, 2009 to June, 2009</i>						<i>Due to relocation of various homes from 7 to 4 and 6 to 4 , from 3C to 7 to accommodate life safety code work and other physical plan restructuring, some homes are completing the enhancements again.</i>
Quality of Life Indicators established and adopted by each home.	QOL-02, QOL-03, QOL-07, QOL-08, QOL-11, QOL-14 Homes 1, 3C, 7C, 5A, and 3A, will increase outings, increase time individuals are out of their homes while promoting dignity, respect, and staff risk tolerance. Ensure that each individual will have the opportunity to choose a destination and go off campus on a more frequent basis.	# Of times individuals are out of their homes each month	Establish baseline data. Utilizing preferences to create upcoming schedule of activities. Conduct trips. Collect data. Meet with individuals to create upcoming schedule of activities.	May 2008 June 2008 June 2008 July 2008 January 2009	Home Program Manager	Objectives with target dates prior to the date of this report have been achieved. These Homes have successfully increased the number of experiences individuals are having off campus by more than 10% from the previous reporting period. SLT will continue tasking them to explore ways to quantify the quality of the experience not just the number of trips attended. Homes are also utilizing clinical and ID Team members to assist in facilitating activities.
<i>UPDATE January, 2009 to June, 2009</i>		<i>Changes in data comparison quarterly</i>	<i>Review data for frequency and functional value of trips. Develop recommendations and resources to improve function and quality of trips.</i>	<i>January 2010 January 2010</i>		<i>Director of Residential Services and the Program Managers review trip data.</i>
Quality of Life Indicators established and adopted by	QOL-05 Homes 3D will increase opportunities for	Increase # Of individuals attending Weekly Learning Area by 20%.	Meet with individuals to establish types of activities offered	April 2008	Home Program Manager	Objectives with target dates prior to the date of this report have been achieved.



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each home.	individuals to make choices by providing an opportunity for each individual to participate in choice making activities in at least one of the four Learning Areas (music, reading, laundry, arts and crafts) at least once a week.	Increase # Of ID Team members facilitating Weekly Learning Area by 15%.	Create activities Gather supplies Create schedule Conduct groups Meet with individuals to review and update types of activities offered	May 2008 May 2008 May 2008 June 2008 April 2009		<p>Attendance has increased by 10% from the start of sessions in June 2008. Sessions remain in place and individuals and staff are participating. Teams are evaluating classes and making adjustments as necessary.</p> <p>Direct Support staff has taken the initiative on the majority of classes. Homes are collaborating with clinical and ID Team members to increase their participation in facilitating the activities</p> <p>All members have been trained and are currently attempting to resolve schedule conflicts to increase participation.</p>
UPDATE January, 2009 to June, 2009			<p><i>Establish a process to re-evaluate learning program opportunities, lessons or activities</i></p> <p><i>Develop plan to sustain this support.</i></p>			<p><i>All 16 individuals participate in one of the four learning areas (Music, Crafts, Reading, Laundry). Participation by both staff and individuals is on schedule.</i></p> <p><i>On 7/29/09, the 3D Council met to review the Learning Areas and make recommendations for any necessary changes to either the content or the groupings.</i></p> <p><i>A small team is convening to</i></p>



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						<i>suggest changes to maximize the enjoyment of the activities.</i>
Quality of Life Indicators established and adopted by each home.	QOL-09 Homes 5C will further personalize the bedrooms by having each resource staff with each individual on the home will write a list of that person's preferred items to be purchased assist the individual to complete the money withdrawal slips and then schedule a shopping trip to the appropriate store for that individual.	% of Homes adopting this goal who have completed enhancements of bedroom areas	Establish resource person Take BEFORE photos Meet with individuals on Home. Generate ideas Create lists Setup trips to examine ideas and make purchases Install items Complete work requests Facilitate completion of projects Take AFTER photo	June 2008 July 2008 July 2008 July 2008 July 2008 August 2008 September 2008 November 2008 February 2009 June 2010 February 2009 June 2010	Home Program Manager	Objectives with target dates prior to the date of this report have been achieved. Approximately 70% of these Homes have completed enhancements to their bedrooms. Individuals and staff have been actively moving ahead with this project. Some furniture is still on order, additional artwork is being previewed and some items are being framed.
UPDATE January, 2009 to June, 2009		<i>Number of individuals having participated in the process of personalizing their room</i>				<i>Update July 2009 The indicator/measurement was modified as the strategy/goal is specific to one home. 5C had 16 residents, one individual moved to a community based ICF during this period. Three individuals purchased new bedroom sets of their choosing.</i>



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						<p><i>Each resident or roommates selected a paint color for their bedroom.</i></p> <p><i>All of the individuals now have personal photos in their bedrooms.</i></p> <p><i>Each individual recently selected window treatments that are on order now.</i></p> <p><i>The objectives of this indicator are extended due to concurrent physical plant work that is scheduled to be done. As such the painting will not occur until the building has the life safety code work completed,</i></p>
<p>Quality of Life Indicators established and adopted by each home.</p>	<p>QOL-12, QOL-13 Home 8C and 8A individuals will collaborate with another Home's individuals to plan and host a canteen in the STC Lounge every other Friday and invite neighbors of the NVTC community to join them.</p>	<p># of times activity is held</p> <p># of individuals attended.</p>	<p>Form group to develop activity</p> <p>Request materials and resources</p> <p>Establish schedule</p> <p>Present to Homes</p> <p>Host first canteen</p> <p>Review activity for challenges and conflicts and set up 2009 schedule</p>	<p>June 2008</p> <p>July 2008</p> <p>July 2008</p> <p>August 2008</p> <p>October 2008</p> <p>January 2009</p>	<p>Home Program Manager</p>	<p>Objectives with target dates prior to the date of this report have been achieved.</p> <p>Canteen activity has been held 1 time with 9 individuals attending.</p> <p>Team is currently meeting to review schedule conflicts, increase participation and set up schedules for the balance of 2009.</p>
<p>UPDATE January, 2009 to June, 2009</p>						<p><i>Planning canteen events was suspended during residential transitions to accommodate construction.</i></p>



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
						<i>Team is planning to have quarterly events. The previous events included 9 people the first time and 11 people the second time. Gatherings were for social snacks and music.</i>

RELATIONSHIP TO THE COMMUNITY

NVTC has approached this challenge from both sides of the street. It is valuable to our residents to have presence in the community and to experience the opportunities that the Northern Virginia Community has to offer. However, it is also beneficial for people to visit NVTC and be part of the resident’s home community on the campus. Because of both initiatives, NVTC workforce has been emphasizing trips off campus in smaller, more intimate groups, but also inviting people to our campus to provide additional activities and opportunities to build relationships with the residents. Some examples include Thursday night Volunteer group that coordinates events for residents in Home 3, the NVTC 5K run, PUSH America visits with karaoke night with the residents, Deloitte Impact Day and resident chair dancing, Civitan Talent show and the home-based socials that occur at the holidays, and Eagle Scout work on the nature trail.

Update January through June 2009:

We continue to develop our relationship with the community through a variety of strategies, contacts and relationships as described above.

Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
More residents experiencing relationships beyond the staff at NVTC.	CP-09 Have and attend more integrated social events to increase opportunities for residents to develop relationships with a wider variety of people. Included but not limited to: Spiritual, recreational, vocational and other social functions.	# Of volunteers, special friends or sponsors # Of residents with special friends or sponsors. # Of residents who participated in Spiritual, recreational, vocational and other social functions (e.g. Special Olympics, Church, therapeutic horseback riding, etc.)	Review existing activities and opportunities available Meet with teams / departments to promote enhancing number of residents experiencing relationships beyond the staff Develop system of collecting relevant indicators/measurements to establish baseline	October 2008 January 2009 February 2009 December 2009	Dir. Vol. Services (VS)	Objectives with target dates prior to the date of this report have been achieved. Health Services has successfully worked with an individual to promote participation in an outside medical self-help group for colostomy care. NVTC has registered 11 sponsors who are involved with residents.



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
						<p>NVTC has 3,407 registered volunteers. 480 volunteers were active in 2008.</p> <p>There are 27 residents that participate in a weekly spiritual service provided by volunteers. Another set of volunteers provide a spiritual service semi-monthly in which 10 residents participate. Currently there are 2 residents that attend a community church. The goal is to increase the number of residents attending community church.</p>
<p>UPDATE January, 2009 to June, 2009</p>						<p>VS continues to foster the development of opportunities as detailed above.</p> <p>Due to competing priorities and staff maternity leave, the date to meet the objective about baseline is extended.</p>
<p>Offer routine opportunities for each person to experience community integration through frequent exposure to settings, such as restaurants, parks, shops, and other service locations.</p>	<p>CP-10 HP/ISP will have specific, individualized goals for community integration through outings.</p>	<p># of HPs/ISPs with this identified outcome.</p>	<p>Introduce topic to HP/ISP agendas and incorporate into planning</p>	<p>August 2008</p>	<p>Dir. Social Services-</p>	<p>This strategy has now been integrated as part of each team's formal planning process.</p> <p>Each team has adopted QOL goals related to enhancing community integration through outings.</p>



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<i>UPDATE January, 2009 to June, 2009</i>						
<p><i>Discussion and planning for the ISP will address community participation preferences for each individual in light of important "to" and "for"</i></p> <p><i>100% of ISP's will identify community integration choices that are important to the individual with resources allocated to support the integration</i></p>						
Individuals volunteering and supporting community-based charities and organizations.	CP-12 Increase support to local charities for the holidays by asking and supporting individuals' choices.	# Of Individuals participating in local charities during holiday season.	<p>Introduce topic to IHP/ISP agendas and incorporate into planning</p> <p>Incorporate-into PCP based ISP once formal implementation has began-</p>	<p>June 2008</p> <p>December 2008</p>	Dir. Skills Training Center	<p>NVTC has had a long tradition of facilitating activities where individuals support local charities. Team will be meeting in the next few months to increase the number of opportunities supported.</p> <p>This goal has been accomplished and incorporated into planning and PCP implementation. It will be fully realized following the first full year implementation of the new PCP based ISP.</p>
<i>UPDATE January, 2009 to June, 2009</i>						
Individuals volunteering	CP-13 Increase commitment	# Of Individuals involved in making ADL kits for	Introduce topic to IHP/ISP agendas and incorporate into	June 2008	Dir. Skills Training	9 individuals adopted this goal and successfully provided



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and supporting community-based charities and organizations.	to the Homeless.	homeless people.	planning Incorporate into PCP based ISP once formal implementation has began.	July 2010	Center-	grooming kits for homeless individuals over the 2008 holidays. This goal has been accomplished and incorporated into planning and PCP implementation. It will be fully realized following the first full year implementation of the new PCP based ISP.
<i>UPDATE January, 2009 to June, 2009</i>						<i>No additional update at this time.</i>
Individuals volunteering and supporting community-based charities and organizations.	CP-14 The individuals residing at NVTC will identify social causes important to them.	Average # of social causes identified by each individual.	Introduce topic to HP ISP agendas and incorporate into planning Incorporate into PCP based ISP once formal implementation has began.	June 2008 January 2009 July 1, 2010	Dir. Social Services-	18 individuals supported a local pantry, while another held a food drive to benefit local charities. This goal has been accomplished and incorporated into planning and PCP implementation. It will be fully realized following the first full year implementation of the new PCP based ISP.
<i>UPDATE January, 2009 to June, 2009</i>						<i>NVTC planning process is working closely with the individual and their planning partners to identify social causes valued by the individual. NVTC is also requesting greater involvement of the day support/work sites in the ISP planning process to capture social awareness activities at off campus activities.</i>
Increase community participation.	CP-15 Enhance community participation,	# of individuals attending these types of off-campus activities per month	Meet with team who collects this data and determine method of breaking down data	March 2009	Dir. Residential Services-	



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	supporting individuals to worship at their chosen place of worship, to attend civic meetings, to join support groups of their choosing, etc.		further.			
UPDATE January, 2009 to June, 2009			Refine data breakdown to reflect community participation venue.	June 2010		<p>Data for FY 09 regarding vacations and other overnight trips supported by NVTC indicate that 22 different trips occurred and that a total of 88 individuals experienced a vacation/overnight experience in small groups.</p> <p>Trip data analysis demonstrating counts of opportunities to explore NVTC and to explore the NOVA community are as follows for the period of November 2008 through April 2009, more recent data is still in process of analysis.</p> <p>Home 1 - 307 opportunities to explore NVTC community, 33 opportunities to explore NOVA community; Home 3C 150 opportunities to explore NVTC community, 69 opportunities to explore NOVA community, Home 3A 184 opportunities to explore NVTC community, 102 opportunities to explore NOVA community, Home 3D 144 opportunities to explore NVTC community, 97 opportunities to explore NOVA community, Home 5A 331 opportunities to explore NVTC community, 52 opportunities to explore NOVA</p>



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						<p><i>community, Home 5C 253 opportunities to explore NVTC community, 68 opportunities to explore NOVA community, Home 4A 1,351 opportunities to explore NVTC community, 527 opportunities to explore NOVA community, Home 6C 704 opportunities to explore NVTC community, 762 opportunities to explore NOVA community, Home 6A 193 opportunities to explore NVTC community, 106 opportunities to explore NOVA community, Home 4C 1777 opportunities to explore NVTC community, 358 opportunities to explore NOVA community, Home 8A 1091 opportunities to explore NVTC community, 106 opportunities to explore NOVA community, Home 8C 243 opportunities to explore NVTC community, 73 opportunities to explore NOVA community.</i></p>
<p>Realize a person-centered system of scheduling and integrated services.</p>	<p>CP-20 Develop integrated schedule to support individual choice for activities that are important "to" and important "for"</p>	<p># of individuals utilizing a PCP based schedule electronically integrated with other campus appointment schedules.</p> <p># of reports that medical, clinical and planning events are scheduled at a time that is not interfering with individual's scheduled activities. ?????</p>	<p>Form Team</p> <p>Identify schedule opportunities, to better support self determination and scheduling of appointments and clinical assessments when convenient for the individual</p> <p>Identify possible software to support integrated access to individuals schedule</p>	<p>December 2008</p> <p>March-2009</p> <p>July-2009 January 2010</p>	<p>Dir. Clinical Programs- Margaret Graham</p>	<p>Team is formed.</p>



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Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
			<p>Determine strategy, resources needed and timeline.</p> <p>Pilot a small group of individuals' schedules' for access by the individual, and members of the support team.</p> <p>Develop schedule. Assess efficacy .</p>	<p>December 2009 June 2010</p> <p>August 2010</p> <p>October 2010</p>		
UPDATE January, 2009 to June, 2009						<p><i>Objective dates modified as indicated above.</i></p> <p><i>The preparation and training for PCT and ISP implementation required considerable commitment of resources.</i></p> <p><i>The integrated individual activity schedule work commence shortly.</i></p>

OTHER AREAS ENHANCING PCP AND SELF-DETERMINATION STRATEGIES

The transition to PCP presents great opportunities for development of self-determination and choice at NVTC. We look forward to additional support and guidance from the PCP leadership team as we move further down this road.

Update January through June 2009:

Additional opportunities for staff development in such topics and coaching and mutual learning are the identified keys to successful supportive planning and planning partner development.

Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
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139-07 Update
January 2009 through June 2009

Long Term Outcome	Long Term Strategy/Goal	Indicator/Measurement	Objective(s)	Objective(s) Target Date	Lead Person(s)	Current Status
Quality of Life Indicators adopted in each home.	QOL-06 Home 5A will increase or maintain the oral hygiene plaque scores at fair or higher of all individuals on the home. The Home worked in collaboration with Dental to develop individualized protocols for each person. They identified this as a priority by reviewing and focusing on key social and health related benefits associated with good dental hygiene.	Raise oral hygiene plaque scores of at least 2 Individuals on this home.	Complete individual assessments. Develop PC protocols for each individual. Train all staff Implement protocols Conduct regular assessments Evaluate results Compare 2009 scores with 2008 data.	September 2008 October 2008 October 2008 November 2008 November 2008 January 2009 May 2009	Home Program Manager	Objectives with target dates prior to the date of this report have been achieved. Home has demonstrated some success in raising oral hygiene plaque scores and is re-evaluating strategies for those individuals with low scores.
<i>UPDATE January, 2009 to June, 2009</i>						<i>During this period 5 individuals improved or maintained oral hygiene plaque scores as compared to 8 from one year ago.</i>

SUMMARY

NVTC is committed to enhancing the principles of PCP and HPO in the lives of all its stakeholders. While many of the elements of Person Centered Planning have been integrated into various aspects of our operations, NVTC finds itself on a faster track towards realizing PCP more fully among those who receive its services. The initiatives outlined in this reports represents some of those efforts being tracked formally involving stakeholders who have demonstrated a commitment to this journey.