Positive Behavior Supports Network

Board of Directors Binder

Last Revised: November 2020

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# PBS Philosophy

Evidence based approach that is designed to prevent interfering behaviors rather than correcting the individual.

Mission

To promote innovative positive supports for persons with disabilities through inter-agency collaboration.

Vision

Network agencies will utilize shared philosophy and learning opportunities to promote an enhanced quality of life.

Core Values

* Dignity and Respect
* Training and Education
* Person Centered Excellence
* Informed Choice
* Growth and Development

# History

In the fall of 2005, 9-Polk County, Iowa, agencies joined together in a multi-year initiative-the Polk County Positive Behavior Support Network (PCPBSN). It was sponsored by Polk County Health Services, and guided by the Iowa Behavioral Alliance, which is no longer in existence.

The Network was conceived, and continues to be driven by the need to increase the capacity of our disability services to effectively serve individuals with interfering behaviors. Over the years, services to people with disabilities have identified the individual as the target of intervention strategies and all too frequently resorted to punishment type strategies in trying to manage behavior.

Positive Behavior Support is a values based approach that is designed to prevent interfering behavior rather than correcting/punishing the individual. It is the marriage of teaching, and prevention by arranging the environment in such a way that interfering behavior becomes irrelevant, inefficient, and ineffective. It is empirically based to facilitate the evaluation of change efforts. The goal is to invest in the capacity of the person, not focus on the correction of the person’s interfering behavior.

The goal of the PBS Initiative was, and continues to be, bringing together service providers who are committed to developing Positive Behavior Supports within their own agencies and within the Polk County service system as a whole. The Polk County Positive Behavior Support Network (PCPBSN) is currently comprised of 15 member-agencies.

# PBS Board of Directors Tenure

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PBSN BOARD TENURE - October 2020-November 2021** | | | |  |
| **Name** | **Year Elected** | **Current Position** | **Year Term Ends (November)** | **Notes** |
| Maria Walker | 2014 | Treasurer | Permanent | PCHS |
| Jennifer Muller | 2017 | Past President | 2021 | Link |
| Bonnie McHugh | 2018 | President | 2021 | Optimae |
| Jodi Howe | 2020 | At Large | 2023 | HOPE |
| Becky Hines | 2019 | Co-Vice President | 2021 | Progress |
| Jennifer Muto | 2019 | Co-Vice President | 2021 | CSA |
| Kathleen Larson | 2019 | Secretary | 2021 | Mosaic |
| James Miller | 2020 | At Large | 2022 | Candeo |
|  |  |  |  |  |
| \* Secretary and At Large members serve 2 Year Terms | | |  |  |
| \*Treasurer is permanent position of PCHS Staff | | |  |  |
| \* Vice President serves an additional 2 year term as President and then Past President | | | |  |

# Bylaws

By-Laws

Positive Behavior Support (PBS) Network

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**Board**

**Definitions:**

PBS Network: The coalition of member agencies committed to promoting the values and principles of Positive Behavior Supports.

PBS Board: The PBS Board is comprised of 8 Directors nominated and elected by the members of the PBS network. They are responsible for Fiscal , Strategic and Operational oversight of the PBS Network.

Officers of the Board: the Officers of the Board are members of the Board of Directors elected to the offices of President, Vice President, and Secretary. These Officers, along with the Treasurer of the Board can serve as the Executive Committee of the Board of Directors, as needed.

Network member/Member Agency: a network member or member agency is a community provider or a Designated Service Area who pay dues and is in good standing with the network.

Community/Provider Agency: Individual agency within the community that may have representation in multiple Member Agencies within the network. This happens when a Community provider is a Network Member and also part of Designated Service Area that is a Member Agency.

1. Membership Representation

Representation by the Positive Behavior Support Board (herein referred to as the “Board”) and participation in quarterly membership meetings, standing committees of the Network, and quarterly training opportunities are methods to ensure Members are implementing PBS as designed by the Network. It is the expectation of the PBS Network for Member agencies to actively participate in the Development of the Network Board of Directors through nomination of qualified candidates, voting in elections of the Board of Directors, and communicating with the Board.

The Board of Directors are nominated and elected by the Member Agencies of the PBS Network. Board terms are for two years. Each Member Agency will have one vote in the election of Board Directors. A Community/Provider agency cannot have more than 1 member sit on the Board at one time without an exception approved by the majority of the Membership.

The PBS Board of Directors is elected to represent the PBS Network Membership. To ensure Agency representation, each Member Agency will be assigned a Liaison from the current Board of Directors. The Board will determine assignment of Liaisons. Liaisons will be responsible for ensuring that they are representing Member Agency needs. If a Member Agency wishes to request assignment of a different liaison to the Board, this request should be made in writing and submitted to the Board President for review.

2 - Eligibility

Each Member Agency can nominate one candidate for openings on the Board of Directors. In order to be eligible to nominate a Candidate for Board election, a Member Agency must be a current member of the PBS Network in good standing.

3 - Committees

The Board can convene standing or temporary committees of the Membership as they deem necessary to accomplish the goals of the Network. Committees will be authorized by and report to the Board. Each Committee will be assigned a liaison from the Board to ensure communication and oversight.

Members are expected to participate in the development of the Network through Committee membership. It is the expectation of the PBS Network for Member agencies to have a representative on a Standing Committee, such as Academy, unless there is currently is a representative from that Member agency on the Board. Committee membership can be appointed by the Board or through volunteers from Membership. Members of the Committee will nominate the Committee Chair.

4 - Quorum

A quorum shall consist of a majority presence of the Board.

5 - Adjunct Membership

The Board shall authorize and appoint such adjunct members as they deem necessary and prudent to enhance the performance of the Board. Such adjunct members shall be subject to the following conditions:

 An adjunct member must be appointed by the Board.

 Adjunct members are ineligible to vote or make motions, but are encouraged to be involved in discussions.

6 - Regular Meetings

A regular meeting of the Board shall be held monthly or as determined necessary by the President in consultation with the Officers of the Board.

7 – Meeting Conduct

For purposes of conducting regular and/or special meetings of the Board, an agenda will be presented by the president and revised as appropriate before the meeting. The meeting will be conducted using Consensus Decision Making ([www.consensusdecisionmaking.org](http://www.consensusdecisionmaking.org)). When voting for officers, consensus on voting measure (ballot, show of hand) will be used.

**directors and Officers**

1 - Election and Term of Office

Nominations for Directors of the Board will be made to the Board of Directors by August 30th. Voting for Directors of the Board will occur at the Membership Network Meeting in October. Each Member Agency will have one vote in the election. Terms will run from November 1-October 31, and will be for 2 years.

2 – Nomination of Officers

The Officers of the Board shall be a president, vice-president, and secretary. Officers of the Board will be elected by the Board of Directors in November. The Office of Treasurer will be appointed by Polk County Health Services. The Treasurer will be a full Officer of the Board of Directors with equal voting rights as the other elected Directors of the Board. The Past President will also serve as an Officer of the Board.

3 - Removal

Any Director elected to the Board may be removed by a recommendation (to include specific reasons the removal is being requested) from the Board of Directors, and will require a majority vote of the Member Agencies.

4 - Vacancies

A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, may be filled by the Board for the unexpired portion of the term.

**Duties of Officers**

1 – President

The President shall preside over meetings of the Board. The President shall keep current with the goals and objectives of the network; monitor progress of network goals and objectives; monitors the work of the standing sub-committees; oversees network expenditures; develops agenda for Board and Network meetings; liaison with PCHS regarding network activities and problem solving issues.

2 - Vice-President

Vice President shall attend all Board meetings, network meetings and trainings; chairs the nomination process annually; shall preside over meetings in the absence of the President.

In the absence of the President or in the event of his/her inability or refusal to act, a Vice-President, in the order designated by the Board, shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the responsibilities of the President.

3 - Secretary

The secretary shall 1) record the minutes of the Board meetings; 2) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; 3) serve as the webmaster of the PBS Network Website, and 4) in general, perform all duties incident to the office of the secretary that may be assigned by the president.

4 - Treasurer

Treasurer, appointed by Polk County Health Services, shall attend all Board and Network meetings; manage and monitor allotted budget; report to the Board of Directors expenditures and budget status.

# Agency Membership Rate Structure

**Polk County Positive Behavior Support (PBS) Network**

**Membership Rate Structure**

**Policy and Procedure**

**Purpose:** ThePolk County Positive Behavior Support Network is a multi-agency collaboration. Agencies vary in size from just a few employees to several thousand employees. This variance means smaller agencies are not able to fully utilize their seats for training events due to small staffing. In response to this, Polk County Positive Behavior Support Network created an optional three-tiered membership rate based on the number of employees.

**Policy:** Polk County Positive Behavior Support Network will offer an optional three-tiered membership rate to affected agencies.

**Procedure:** Polk County Health Services will send out the appropriate membership contract based on the number of employees last reported by the agency. Each contract includes an option to select the Standard membership and the option based on number of employees.

Less than 100 employees: Option to pay 70% of the standard rate.

Number of training seats reduce by 50%

Standard membership: Standard rate set by the Polk County Positive Behavior Support Network Board. Number of training seats assigned by the PCPBSN Training Academy.

More than 1000 employees: Option to pay 30% more than the standard rate.

Number of training seats increase by 50%.

Master member contract form, signed member contracts, and conference materials including feedback summaries will be maintained by PCHS.

**Responsible Party:** Polk County Health Services, Polk County Positive Behavior Support Network Board, Polk County Positive Behavior Support Network Training Academy

**Approved:** 5/14/19

**Date Created:** 5/14/19

# Standing Committee Policy and Procedure

Polk County Positive Behavior Support (PBS) Network

Standing Committee(s)

Policy and Procedure

Purpose: The Polk County Positive Behavior Support Network is a multi-agency collaboration. The Network currently has one standing committee, the Academy. This policy and procedure clarifies the make-up of the standing committees.

Policy: Polk County Positive Behavior Support Network will maintain active standing committees.

Procedure:

Committee Membership

Committees will have a chair or 2 co-chairs and 7-14 representative agency members. There will be no more than one agency representative per Committee.

Qualifications

Members shall meet the following expectations:

• Preferred – Completed Leadership Academy

• Attendance – supervisor signature agreeing that PBS is a priority

• Minimum 2 year commitment

Additionally, Chair/Co-Chairs shall meet the following responsibilities, keeping in mind that this is a good opportunity to practice leadership skills:

• Develop agenda prior to each meeting

• Run Academy meetings

• Ensure Academy related strategic plan goals are implemented

Terms of members will be at the discretion of the members. It is recommended that terms correspond with strategic plan activities.

1. Election and Term of Chair(s)

A. Chair(s)

During the September committee meeting, members will nominate candidates and vote for the Chair. Terms of chair(s) will be at least 2 consecutive years. The past chair(s) shall remain on the committee for the next year. Committee Chair(s) represent their committee at the Board level as necessary.

B. Committee Member(s)

Shall have interest and talents in the following Committee activities:

1.) Academy

• Educational Opportunities

• Curriculum Development

2. Removal

Chair(s) may be removed by the PBS Board.

3. Vacancies

A vacancy in the committee shall be filled by representative agency staff.

4. If a person would like to join the committee they may ask to do so at any time

Responsible Party: Positive Behavior Support Network

Approved: Operational Committee

Date Created: 3/12/10

Review/Revision Date: 8/9/16

# PBS Network Grievance Policy

Polk County Positive Behavior Support (PBS) Network

Grievance(s)

Policy and Procedure

Purpose: Polk County Positive Behavior Support Network understands the importance of collaborating and communicating with member agencies. There are times when concerns, problems or complaints occur. The Network will resolve grievances in a respectful and expedited manner, assuring that all parties have an opportunity to be heard.

Policy: Polk County Positive Behavior Support Network will follow a consistent procedure for resolving grievances.

Procedure:

1.) Member(s) and/or member agencies are encouraged to problem solve any issues informally, by discussing the matter with the individual(s) affected.

2.) If problem solving does not resolve the issue, a member(s) and/or member agency is encouraged to complete a formal grievance in writing to the PBS Board President within a timely manner.

6.) Upon receipt of the unresolved written grievance, the Board President will place the grievance on the next Board Meeting Agenda for review. The member agency filing the grievance and any individual(s) named in the grievance will be invited to attend.

7.) The Board will make the final recommendation(s) for the grievance. The Board President will submit in writing within 10-business days from the meeting, a final recommendation for resolving the grievance. The decision of the Board is final.

8.) The Board President, in consultation with the Board, reserves the right to hear the grievance in a closed session, if needed.

Updated: 8/15

Approved: Board 7/10

Date Created: 5/2010

# PBS Network Member Agency Calendar

November 1, 2020 – October 31, 2021

|  |  |
| --- | --- |
| **Month** | **Task** |
| **November** | **- Board Retreat: 11/5/20**  **- Agency Strategic Planning** |
| **December** | **- New Board Shares Liaison Assignments to Member Agencies** |
| **January** | **- Quarterly Membership Meeting: 1/8/21**  **- PBSN Simulation: 1/21/21** |
| **February** | **- PC Frontline Supervisor The3rd One: TBD** |
| **March** |  |
| **April** | - **Quarterly Membership Meeting: 4/9/21** |
| **May** |  |
| **June** |  |
| **July** | - **Member Contracts Due/Bills Sent**  **- Quarterly Membership Meeting: 7/9/21** |
| **August** | - **Submit Board Nominations** |
| **September** | **- New Board Members Announced** |
| **October** | **- Quarterly Membership Meeting: 10/8/21** |

Updated as of 10/20/20

# PBS Network Board Calendar

November 1st, 2020 – October 31st, 2021

|  |  |
| --- | --- |
| **Month** | **Task** |
| **November** | **- Board Orientation/Retreat**  **- Quarterly Strategic Plan Review/Reassign Leads** |
| **December** | **- New Board Shares Liaison Assignments to Member Agencies**  **- Send Agency Calendar to PBS CEO’s** |
| **January** | **- Amend Expense Budget Based on TYD/Projected Expenses**  **- Develop Membership-Liaison Face to Face Topics/Issues**  **- Quarterly Membership Meeting**  **- Review FLS Evaluations** |
| **February** | - **Determine Network Members for Next FY**  **- Develop agenda for quarterly meeting**  **- Quarterly Strategic Plan Review** |
| **March** | - **Adopt Preliminary Budget** **Assumptions for next FY**  **- Send out Liaison Survey**  **- Secure location for CEO Breakfast** |
| **April** | **- Develop agenda for CEO breakfast**  **- Report out at board meeting on Membership-Liaison Face to Face Meetings**  - **Adopt Preliminary Budget for next FY**  **- Quarterly Strategic Plan Review**  **- Quarterly Membership Meeting** |
| **May** | **- Review Liaison Survey Results for CEO Breakfast**  **- CEO Breakfast**  **- Strategic Plan Review – SWOT** |
| **June** | **- Send Agency Calendar to PBS CEO’s** |
| **July** | - **Receive Preliminary Training Dates for next FY** (*PBS Academy*)  - **Member Due Bills Sent** (*PCHS*)  **- Quarterly Membership** |
| **August** | - **Receive Annual Report** (*PBS Board President)*  **- Solicit Board Nominations**  - **Update Board Calendar** (*Secretary*)  - **Quarterly Strategic Plan Review**  - **Plan/Develop Board Retreat Agenda**  **- Secure location for Board Orientation/Retreat** |
| **September** | **- Vote in New Board**  **- Elect New Officers**  - **PBSN Policy and Procedure Review**  **- Send our Annual Report to PBS CEO's** |
| **October** | **- Quarterly Membership Meeting (present Annual Report)**  **- Orient New Board Members** |

Updated 2.20

# Liaison Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PBSN Member Agency** | **Liaison Name** | **Email** | **PBSN Board Contact** | **Email** |
| Broadlawns | Gabe Martinez | [gmartinez@broadlawns.org](mailto:gmartinez@broadlawns.org) | Jennifer Lilly | jennili@childserve.org |
|  | Jeff Johannsen | jjohannsen@broadlawns.org |  |  |
| Candeo | Jacque Brock | [Jacque.Brock@candeoiowa.org](mailto:Jacque.Brock@candeoiowa.org) | Becky Hines | Becky.Hines@progressindustries.org |
|  | Nancy Baldus | [Nancy.baldus@candeoiowa.org](mailto:Nancy.baldus@candeoiowa.org) |  |  |
| Child Serve | Jennifer Lilly | jennili@childserve.org | Jennifer Lilly | jennili@childserve.org |
|  | Jeannine Schierholz | [JeanniS@childserve.org](mailto:JeanniS@childserve.org) |  |  |
| Community Support Advocates | Angela Wacker | [angelaw@teamcsa.org](mailto:angelaw@teamcsa.org) | Jennifer Muto | jenniferm@teamcsa.org |
|  | Christina Smith | [ChristinaS@teamcsa.org](mailto:ChristinaS@teamcsa.org) |  |  |
| Crest | Samantha Harder | [sharder@abhomes.org](mailto:sharder@abhomes.org) | Kathleen Larson | Kathleen.Larson@mosaicinfo.org |
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| Easter Seals | Fongh Vong | [fvong@eastersealsia.org](mailto:fvong@eastersealsia.org) | Jennifer Muto | jenniferm@teamcsa.org |
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| HOPE | Amy Wallman-Madden | AmyWM@hopeagencydsm.org | Sean Abramowitz | [seana@dmgoodwill.org](mailto:seana@dmgoodwill.org) |
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|  | Dave Spencer | [dspencer@linkassociates.org](mailto:dspencer@linkassociates.org) |  |  |
| Lutheran Services in Iowa | Cody Lewton | James.Lewton@lsiowa.org | Bonnie McHugh | [bmchugh@optimaelifeservices.com](mailto:bmchugh@optimaelifeservices.com) |
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| Optimae | Bonnie McHugh | [bmchugh@optimaelifeservices.com](mailto:bmchugh@optimaelifeservices.com) | Bonnie McHugh | [bmchugh@optimaelifeservices.com](mailto:bmchugh@optimaelifeservices.com) |
|  |  |  |  |  |
| Polk County Health Services | Maria Walker | [M.Walker@pchsia.org](mailto:M.Walker@pchsia.org) | Maria Walker | [m.walker@pchsia.org](mailto:m.walker@pchsia.org) |
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|  |  |  |  |  |
| Created: 12.17.2015 |  |  |  |  |
| Last updated: 10/21/19 |  |  |  |  |

# Strategic Plan

**I. Strategic Plan Framework**

Positive Behavior Support (PBS) is a values based approach designed to prevent interfering behavior rather than correcting or punishing the individual. PBS marries the skills of teaching and prevention by arranging the environment in such a way that interfering behavior becomes an irrelevant, inefficient, and ineffective means of communication. PBS strategies are empirically based to facilitate the evaluation of change efforts. The goal is to invest in the strengths and abilities of the individual, not with the focus of “fixing” the individual.

The Polk County PBS Network is a multi-agency collaboration among Broadlawns, Candeo, ChildServe, Community Support Advocates, Crest Services, Easter Seals Iowa, Eyerly Ball, Goodwill of Central Iowa, Hope, Link Associates, Lutheran Services in Iowa, Mainstream Living, Mosaic, Optimae Life Services, Polk County Coordination Agencies, Polk County Health Services, Polk County Integrated Services, Progress Industries.

The PBS Network Strategic Plan is a 3-year plan intended to provide guidance and accountability. The PBS Board is made up of 8 elected individuals from the member agencies. The PBS Board updates and periodically reviews plan progress. The plan addresses important questions and provides both a short and longer term direction for the PBS Network. Questions which address commonly used terms are defined below:

|  |  |
| --- | --- |
| **Term** | **Question Addressed** |
| Mission | What is our primary purpose? |
| Vision | How should we achieve our mission? |
| Core Values | What core beliefs guide our decision making? |
| Operating Principles | How should services be delivered in Polk County? |
| Strategic Commitments | What are the most important things we need to do to move forward in support of the services vision? |
| Pinnacle Issues | Which areas are not in harmony with the PBS vision, operating principles and/or our mission, vision, core values? |
| Goal | What do we want to accomplish in the future? |
| Objective | What do we pledge to accomplish in the next 3 years? |
| Task | What actions will we use to achieve our objectives? |
| Projected Cost | What is the estimated value of financial, human, technological, and other resources? |
| Measures | How do we measure progress toward fulfilling our mission? |

**II. Strategic Plan Development Process**

This is the PBS Network’s sixth Strategic Plan. The plan development process was spearheaded in November 2017 when the PBS Board met with Chad Volbert, VP at John Deere and strategic planning specialist, for a Board Strategic Planning Retreat. In March 2018, the Board shared information from the retreat with PBS Network agency representatives at the Quarterly Membership meeting and collected feedback. This Strategic Plan was created by incorporating the discussions and feedback from these meetings into the overall vision of the PBS Network.

# **Relevancy**

PBS as practiced in Polk County is a values based approach that is designed to prevent interfering behaviors rather than correcting the individual. It is the marriage of teaching and prevention, by arranging the environment in such a way that interfering behaviors become irrelevant. It is empirically based to facilitate the evaluation of change efforts. The goal is to invest in the capacity of the person, not focus on correction of the person. The emphasis on values based approaches that invest in the person ensures services are driven by the individual’s hopes, dreams, barriers, needs, and successes in a systemic environment that is increasingly moving toward a medical model of service provision. Ensuring PBS values are at the center drives high quality services for the individuals supported.

Within the PBS Network service system, individuals are presenting with more complex needs, including co- and multi-occurring diagnoses. Many conventional approaches to serving this population are focused on decreasing interfering behaviors through restriction and addressing the symptoms, and in turn are less effective in meeting the needs of these individuals. PBS uses individual-specific approaches, focusing on empowerment and addressing cause, meaning a person’s needs are foremost considered.

The PBS Network, being composed of like-minded agencies with common goals and values, provides each agency, and the Network as a whole, with a broad base of experience, skills, and resources which in turn better braces the Network for challenges and sets it up for new opportunities. The shared purpose and partnerships lead to better outcomes for individuals supported in our service system.

**III. Where Are We Now?**

The PBS Network began in 2005 with a handful of agencies and has now expanded to 18 collaborating agencies and PBS Teams. Over the past 13 years, the PBS Network has provided numerous and varied training opportunities, developed strong and reciprocal partnerships, created a website and resource library, and continued to meet needs of individuals with ever increasing and complex needs. The high-quality services provided through PBS Network partnerships, in alignment with PBS philosophy and practice, are captured in annual outcomes data collection. The PCHS data shows steady improvement over time of many quality of life measures, such as access to somatic care, engagement into community activities, competitive employment, and participation in adult education opportunities. It also shows a consistently high level of participant and concerned others satisfaction, including a specific measure of how individuals rate their overall quality of life. The Fiscal Years 2016 and 2017 brought many challenges to the PBS Network Agencies including initiation of Medicaid Managed Care Companies, changes to MHDS regions and multiple changes in rate and pay structures. Due to these external changes, the PBS Board has put significant efforts into supporting, communicating and uplifting the PBS Network agencies by providing training, communication and uplifting quarterly meetings.

**IV. Where Do We Want To Be?**

The foundation of the strategic plan rests on the PBS Network’s mission, vision, and core values. By implementing the identified strategic commitments, we will support our agencies through target training, on going communication, and meaninful quarterly meetings. The basis of our trainings will ensure support with workforce development, person centered planning and leadership development.

# **PBS Mission**

To promote innovative, positive supports for persons served through inter-agency collaboration.

# **PBS Vision**

Network agencies will utilize shared philosophy and learning opportunities to promote an enhanced quality of life for people.

# **PBS Core Values**

We make decisions based on our values:

* **Dignity and respect**: Network agencies will honor the inherent worth and individuality of each person.
* **Training and Education**: Network agencies will be offered a variety of training opportunities to enhance best practices.
* **Person Centered Excellence**: Network agencies will incorporate each person’s passions and priorities and provide opportunities for the person to continue to address their interests, concerns, and dreams.
* **Informed Choice**: Network agencies will assist people to fully understand costs and benefits of all available options before making a choice.
* **Growth and Development**: Network agencies will engage in facilitated learning opportunities to help all people reach their fullest potential.

# **Polk County Region System of Care Principles**

The PBS Network supports a system of care to improve health, hope, and successful outcomes for Polk County residents who have mental illness or intellectual/developmental disabilities, including multi-occurring substance use issues, health issues, physical disabilities, brain injuries, and other complex human service needs. The system of care is based on the expectation that individuals and families will have multi-occurring issues of all kinds. Partnering together, we will develop services that are:

* Welcoming and accessible
* Able to emphasize integrated screening, early identification, and early intervention
* High quality and, wherever possible, evidence-based services
* Organized into a seamless array of community based support
* Individualized to each consumer with planning that actively involves the individual
* Provided in the least restrictive, appropriate settings
* Designed to empower individuals and families as partners in their own care
* Designed to leverage multiple financing strategies within the region, including increased use of Medicaid funded service and the Iowa Health and Wellness Plan
* Supported by the provision of training and technical assistance to individuals and families, as well as to providers and other partners

**V. How Do We Get There?**

Strategic commitments emphasize the areas which the PBS Network identifies as vital to its continued growth and improvement. Objectives are prioritized using the following key:

1 = Highest Priority

2 = High Priority

3 = Priority

# **Strategic Commitment Area: Creating A Meaningful Life**

**Pinnacle Issue:** It is a foremost priority that individuals in our service system are treated with respect and dignity. Individuals served may have co-occurring diagnosis and keeping them safe can be managed by utilizing positive behavior support approaches. Many conventional approaches to serving this population are focused on decreasing interfering behaviors through restriction and addressing the symptoms, and in turn are less effective in meeting the true needs of these individuals. PBS uses individual-specific approaches, focusing on empowerment and addressing cause, understanding why the behavior is occurring, meeting a person’s needs are foremost considered.

**Goal:** Organize and utilize quantitative data.

# **Priority #1- Develop and Implement New Metrics**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start Date | Target Completion Date | Actual Completion Date |
| Investigate & develop meaningful metrics to show the value of PBS. Share with PBS members   * Investigate * Identify baseline measures (what are our baselines going to be, what do we want to collect data on) * Develop a collection process | Jen Muller / Bonnie McHugh / Kelly Ocasio | 07.2018  07.2019  09.2019 | 06.2019  09.2019  10.2019 | 06.2019 |
| Develop scorecard   * Investigate and develop template * Implement regular use of scorecard   + Will review quarterly adding color coding during PBSN meeting (February, May, August & November) | Kristi Sterling | 07.2018  07.2019 | 12.2018  06.2021 | 12.2018  on-going |

# **Priority #2- Collect and Publish Testimonials from clients, DSP’s front line supervisors and CEO’s**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start Date | Target Completion Date | Actual Completion Date |
| Gather front-line supervisor testimonials.   * Build into annual board calendar | Maria Walker / Sean Abramowitz | 01.2020  01.2020 | 02.2020  02.2020 |  |
| Create a template for quarterly membership meeting success stories and leadership success story/PBS tools. | Jacque Brock | 07.2018 | 01.2019 | 02.2019 |
| Create an E-Book/bragging book with PBS success stories   * Use during breakfast during CEO’s, when on-boarding new agencies, using on website under the “about us” tab | Maria  Walker / Sean Abramowitz | 02.2019  04.2019 | 04.2019  05.2019 |  |

# **Strategic Commitment Area: Network Sustainability/A Community of Providers**

**Pinnacle Issue:** *The PBS Network is a leader in the advocacy and implementation of Positive Behavior Supports. The Network consists of members agencies within Polk County, IA and is fully funded by these agencies. The annual membership fee gives member agencies access to networking and training opportunities that are relevant and impactful based on key issues within the current environment. To ensure continued commitment and engagement from agencies within the Network a liaison role has been developed with the intent to foster increased communication and participation. In addition to internal communication, social media will be utilized to raise awareness of Positive Behavior Supports and industry issues among both internal member agencies and the community at large.*

**Goal:** Develop a format and processes for information sharing and gathering among PBS Network agencies.

# **Priority #1-Establish Structure for Agency Fees, Training Costs and available seats.**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Determine criteria to establish fee scales   * Gather agency employee numbers   + Maria sent email in December | Maria Walker | 10.2018 | 02.2019 | 03.2019 |
| Update contract on policy regarding fee scale. | Jennifer Lilly | 03.2019 | 04.2019 | 05.2019 |
| Strategically communicate and distribute the new fee scale   * share policy at CEO breakfast | Jennifer Lilly | 05.2019 | 06.2019 | 05.2019 |
| Implement new fee scale policy. | Maria Walker | 06.2019 | 07.2019 | 07.2019 |

# **Priority #2-Develop a Social Media Presence to increase Networking**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Create a Social Media Plan.  Establish who to follow. | Jennifer Lilly | 10.2019 | 01.2020 |  |
| Identify individual(s) authorized to post content. | Maria Walker | 01.2020 | 03.2020 |  |

# **Priority #3-Continue to develop liaison role**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Establish a consistent message to liaisons at end of each board meeting (Create a 3-5 sentence blurb and send to liaison assignments) | Kelly Ocasio | 04.2019 | 07.2019 | 07.2019 |
| Obtain secondary point of contact for each member agency.   * Collect via email | Kelly Ocasio | 04.2019 | 07.2019 | 07.2019 |
| Develop a survey for primary and secondary liaisons, to gather information on liaison partnership. (This survey will be conducted 2x’s/yr.)   * Develop a survey * Determine frequency of sending out survey and add to calendar * Implement Survey | Kelly Ocasio | 07.2019  07.2019  01.2020 | 01.2020  01.2020  on-going |  |

# **Priority #4-Enhance Networking and Community Outreach**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Develop future tasks for FY ’20   * Collaborate with other associations for trainings and community outreach | Kristi Sterling | 11.2019 | 01.2020 |  |

# **Strategic Commitment Area: Staff Development**

**Pinnacle Issue:**The PBS Network supports a system of care to improve health, hope, and successful outcomes for Polk County residents with intellectual/developmental disabilities or mental illness. Providing training to develop staff has historically been a strategic advantage and a key benefit to PBS Network Member Agencies. As funding sources continue to be challenged, it will remain mission critical that we provide learning opportunities, staff development, and training in a variety of ways. To ensure continual improvement, it will be essential to streamline effective ways to support outcomes, expand resources, solidify roles and structures, and to promote the positive thinking philosophy.

**Goal:**Expand learning opportunities for member agencies by creating new and meaningful methods to learn from each other.

# **Priority #1: Explore and Develop Engagement Opportunities for DSP’s and PBS Members for Networking**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Develop a plan for front-line supervisor networking as a part of Train the Trainer curriculum development.   * Will be done via the FLS-TTT collaboration | Maria Walker / Kelley Ocasio | 11.2019 | 02.2020 |  |
| Implement front-line supervisor networking via face to face meet and greets and utilizing basecamp | Maria Walker/  Kelly Ocasio | 06.2020 | On-going |  |

# **Priority #2: Increase Available Resources: Training Slides and Pool of Trainers for the PBS Network member agencies**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Attach training materials in email to agency liaisons. | Kelly Ocasio | 07.2018 | On-going |  |
| Collect data on how training experiences are shared with home agencies.   * Develop data tool for information we are seeking * Collection of data | Jen Muller | 08.2019  01.2020 | 11.2019  06.2021 |  |
| Identify the gaps in training.   * Through surveys, meetings with liaison, task force, etc. | TBD | 01.2020 | 04.2020 |  |
| Identify a pool of network trainers to facilitate trainings. | TBD | 04.2020 | 08.2020 |  |

# **Priority #3: Establish Metrics for Training Attendance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Cascade electronic registration to the academy. | Maria  Walker | 07.2018 | 09.2018 | 07.2018 |
| Electronically register to show agency’s attendance & spots filled. | Maria  Walker | 09.2018 | On-going | 07.2018 |
| Identify CEO interest in training attendance and frequency.   * Provide it during the CEO breakfast, ask if they still want these numbers, and ask what else they want. | Jennifer Lilly | 02.2020 | 05.2020 |  |

# **Priority #4: Explore and Solidify Academy Structure and Member Role**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Update PBSN standing committee policy and procedure document.   * Identify terms for academy structure and member role | Maria Walker | 08.2019 | 10.2019 |  |

# **Priority #5: Assess Quarterly Meetings to Ensure Positive Thinking**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Objectives | Lead Person | Start  Date | Target Completion Date | Actual Completion Date |
| Bring ideas to start quarterly meetings positively. | Jacque | 07.2018 | On-going | 07.2018 |

# **Financial Costs**

*Plan implementation financial costs cross over strategic commitment areas. The Board manages the annual budget and reports in their annual report. Budget: yearly budget is adopted by the board based on membership revenues.*

**VI. How Do We Measure Performance?**

The Board will know it is acting on its Strategic Commitments when it acts on and/or completes the tasks set forth in this Strategic Plan. The Board relies on the Strategic Plan to direct its activities, referring to it when creating the monthly Board meeting agenda. The Board will review the Strategic Plan on a quarterly basis to ensure continued pertinence and hold the Board accountable to the Strategic Commitments set forth. The Board will solicit feedback from PBS Network member agency representatives on a regular basis regarding the effectiveness of the Board in regards to our Strategic Commitments.

# Annual Report

**Polk County Positive Behavior Support Network**

**FY19 Annual Report**

**PBS Network Strategic Plan**

Positive Behavior Support (PBS) is a values based approach designed to prevent interfering behavior rather than correcting or punishing the individual. PBS marries the skills of teaching and prevention by arranging the environment in such a way that interfering behavior becomes irrelevant, inefficient, and ineffective means of communication. PBS strategies are empirically based to facilitate the evaluation of change efforts. The goal is to invest in the strengths and abilities of the individual, not with the focus of “fixing” the individual.

The Polk County PBS Network is a multi-agency collaboration among Broadlawns, Candeo, ChildServe, Community Support Advocates, Crest Services, Easterseals Iowa, Eyerly Ball, Goodwill of Central Iowa, Hope, Link Associates, Lutheran Services in Iowa, Mainstream Living, Mosaic, Optimae Life Services, Polk County Coordination Agencies, Polk County Health Services, Polk County Integrated Services, and Progress Industries.

**Where do we want to be?**

The foundation of the strategic plan rests on the PBS Network’s mission, vision, and core values. By implementing the identified strategic commitments, we will support our agencies through target training, ongoing communication, and meaningful quarterly meetings. The basis of our trainings will ensure support with workforce development, person centered planning and leadership development.

**PBS MISSION**

To promote innovative, positive supports for persons served through inter-agency collaboration.

**PBS VISION**

Network agencies will utilize shared philosophy and learning opportunities to promote an enhanced quality of life for people.

**PBS CORE VALUES**

We make decisions based on our values:

● Dignity and respect: Network agencies will honor the inherent worth and individuality of each person.

● Training and Education: Network agencies will be offered a variety of training opportunities to enhance best practices.

● Person Centered Excellence: Network agencies will incorporate each person’s passions and priorities and provide opportunities for the person to continue to address their interests, concerns, and dreams.

● Informed Choice: Network agencies will assist people to fully understand costs and benefits of all available options before making a choice.

● Growth and Development: Network agencies will engage in facilitated learning opportunities to help all people reach their fullest potential.

**FY19 Progress on Strategic Plan Goals**

**General Summary of FY19 Board Activity**

The Polk County PBS Network has done some amazing things this year.

**Strategic Commitment Area: Creating a Meaningful Life**

GOAL: Organize and utilize quantitative data.

● Develop and implement new metrics: We continue to review metrics that support PBS and look for new metrics to collect without burdening our member agencies with additional reporting requirements and developed a scorecard to help us better track the completion of strategic initiatives.

● Collect and publish testimonials from clients, direct service professionals (DSP), front line supervisors, and CEOs: We created templates for DSP and Leadership success stories. We began collecting these stories earlier this year and share them at our quarterly membership meetings and on our website.

**Strategic Commitment area: Network Sustainability/ A Community of Providers**

GOAL: Develop a format and processes for information sharing and gathering among PBS Network agencies.

● Establish structure for agency fees, training costs and available seats: We created and implemented a new membership fee structure to more equitably distribute training seats among our network agencies.

● Continue to develop the liaison role: We created a structured format for emailing summaries of our board meetings to our agency liaisons that ensures all agencies receive a consistent message.

**Strategic commitment area: Staff Development**

GOAL: Expand learning opportunities for member agencies by creating new and meaningful methods to learn from each other.

● Increase available resources - Training slides and pool of trainers for the PBS Network member agencies: We continue to request, collect, and share training resources as training providers allow. These resources are found on the Polk County PBS Network Resources web page.

● Establish metrics for training attendance: We created an electronic attendance system to better allow us the opportunity to cascade training attendance to the Academy, CEOs and Executive Directors.

● Assess quarterly meetings to ensure positive thinking: We continue to plan and facilitate quarterly meetings that support the well-being of our member agencies by focusing on positive interactions and skill building.

**SPECIAL THANKS**

Thank you to our member agency CEOs and Executive Directors who continue to support our mission by sustaining their agency memberships and providing an environment that helps their staff attend the trainings and membership meetings sponsored by the Polk County PBS Network.

Thank you to our Board members for sharing their time and talents to strengthen our network by creating amazing quarterly membership meetings and continuing to further our mission by completing strategic initiatives that help strengthen our network.

Thank you to our Front Line Supervisor Training Cohort for your dedication and hard work in creating the new Front Line Supervisor training. This increases access to high value leader training for our participating agencies.

Thank you to our Training Academy members for working tirelessly throughout the year to bring our member agencies quality training opportunities. Without their hard work, we would not be able to provide the training our member agencies have come to depend on like Motivational Interviewing.

Thank you to Polk County Health Services for their continued financial and administrative support that enables the Polk County PBS Network to offer high value training such as Front Line Supervisor training and networking benefits at an affordable price to our member agencies.

Thank you to our members for attending the trainings and networking opportunities our network provides. The people you serve and their families depend on you for care and your dedication to your personal development is a testament to your dedication to your clients.

**OUR CALL TO ACTION**

My call to action for everyone is to help the people you serve by helping the people who serve with you.

If you’re a leader, talk about Positive Behavior Support. Use your influence to help fuse positive behavior support into every level of every department in your organization. Express how much you value learning and training, then provide your staff the time to attend the meetings and trainings.

As a team member, tell everyone who joins your department about the positive experiences you have at our quarterly membership meetings and helpful information and skills you learn at the trainings we provide.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **FY19 Training ROI PBS Training FY19** | **Attendance** | **Seats Possible** | **Hours of Training** | **Seats per Agency** | **% Seats Filled** |
| NADSP Conference | **18** | **18** | **12** | **1** | **1.00** |
| Maren Gibson | **123** | **330** | **3** | **18** | **0.37** |
| PBS Network Provider Strategic Planning | **60** | **110** | **3** | **6** | **0.55** |
| Karyn Harvey | **199** | **330** | **3** | **18** | **0.60** |
| Motivational Interviewing (2 sets) | **140** | **200** | **17.5** | **2** | **0.70** |
| PBS Simulation | **20** | **24** | **6** | **2** | **0.83** |
| Quarterly Membership (2nd Friday) - 4/ year | **124** | **216** | **8** | **12** | **0.57** |
| Frontline Supervisor TTT | **68** | **65** | **16** | **3** | **1.05** |
| **Total** | **752** | **1275** | **68.5** | **62** | **0.59** |
| **Academy Annual Recap:** | | | | | |
| **Total attendance = possible = 1111/actual = 676** | | | | | |
| **Cost of Training = $6.73/seat (62 seats/** | | | | | |

# Polk County Positive Support Network

PBSN Board Retreat Meeting November 5th, 2020 from 2pm - 4pm

Present : Jen Muller, Jenn Lilly, Jen Muto, Maria Walker, Bonnie McHugh, Kathleen Larson,

Becky Hines, James Miller, and Jodi Howie

Absent :

1. Introduction & team building activity (2:00 - 2:10) - Jen Muller

2. Introductions to Binders (2:10 - 2:30) -

a. PBS Philosophy & History - Jen M

b. PBSN Board Tenure - Bonnie M - review at today’s meeting

c. By-Laws (discuss officer duties) - Maria W

d. Rule - Maria W

e. PBSN Board and Member Calendars - Becky H

f. Liaison Role - Becky H - review at today’s meeting

g. Strategic Plan - Bonnie M

h. Annual Report - Jenn L

i. Intro to website - Jenn L

j. PBSN Meeting agenda/Notes - Jen L

k. PBSN Quarterly Meeting agenda/notes - Jen M

l. Misc - Jen M

3. Strategic plan (2:30 - 3:00) - Jen L

4. Team building activity (3:00 - 3:10) - Bonnie M

5. Break (3:10 - 3:20)

6. Strategic plan assignments (3:20 - 3:50) - Jen M

7. New member advice (3:50 - 4:00) - Becky, Kathleen and Jen L

8. Questions

# October 2020 Meeting Minutes

**Polk County Positive Support Network**

PBS Board Meeting October 8th, 2020 from 2:30pm - 4pm

Present: Jen Muller, Jenn Lilly, Maria Walker, Bonnie McHugh, Becky Hines, Jen Muto

Absent: Kathleen Larson

1. Training Academy Update:

a. Susan still working o details

b. Caudia gave some dates for December

2. Review Quarterly Meeting Agenda - 10.9.20

a. Lucy joined us to figure out how things will run via zoom

3. Review Board Retreat Agenda - 11.5.2020

a. Discussion on transitioning our PBS board binder to an electronic version on

“Share Point”

1. Maria is going to talk with Kelsey about being able to do this.

4. Create consistent message (blurb) to summarize meeting today to send out to Liaison

(send below “blurb” to those for which you are a liaison to)

A meeting of the Board of Polk County’s Positive Behavior Support Network was held on

October 8th, 2020, beginning at 2:30pm.

Member Present: Jen Muller, Jenn Lilly, Maria Walker, Bonnie McHugh, Becky Hines,

Jen Muto

Members Absent: Kathleen Larson

Discussions were conducted on the following topics:

● Moving the Board Binder to an online format - Share point

The following action was taken:

● Finalized Quarterly Meeting Agenda

● Finalized Board Retreat Agenda

Next Board Meeting will be on November 5th, 2020 from 2pm - 4pm via Zoom