

Webinar Transcript:

What Does a Person-Centered System Look Like? Introducing the NCAPPS Person-Centered Practices Self-Assessment

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SPEAKERS

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Bevin Croft 00:00

Do you want your chats to be seen by everyone if you want to engage with the whole community of folks here. Be sure to select all panelists, and attendees. So if you want to say hello, you'd like to ask a question. Go ahead right now and open up the chat window and click on the little carrot, next to the to button and select all panelists and attendees, and that will allow you to say hi to the, to the hundreds of folks who have gathered here to learn more about about our assessment. Connor, could you move to the next slide please. I've got a few logistics for you. So, everyone is muted because this is a webinar, but please do use chat to communicate with us we will be monitoring chat, very closely throughout this webinar, there are a lot of you but we'll do our very best to look at all the chats that come in. At the end of the webinar towards the end we will have a bit of a question and answer period. And if we don't get to all of the questions we'll also work to provide some written answers from our speakers and have them up on our website. If you would like to access the slides Connor has pasted a link to a PDF version of today's slides in the chat. Some people like to download the slides and you're welcome to do that. And we'll paste that in periodically but you can scroll through the chat and find that link. This webinar is, we have American sign language interpretation. Here spotlighted on your screen. It is also being transcribed in both English and Spanish. We are using artificial intelligence for the english transcript for the first time, we'll see how it works. You can access the AI artificial intelligence Transcript by clicking on the live button to the red button at the top left hand corner of your screen, and also Connor will paste into chat, a link. If you'd like to open up the live english transcript in another browser. We also are offering live transcription in Spanish, and that's being live transcribed by a real person. And the link to that is here on the slide and you can also find that Spanish language translation. In chat. Finally, we'll have a couple of polls, and evaluation questions at the end so be, please be prepared to to participate. And actually I believe we have a poll right now. If you can move to the next slide corner and bring up the poll. We'd like to know who's here, we know that there are over 1000 of you here, but we'd like to know a little bit more about you. So, let us know in the chat window in that poll window that just popped up what roles you self identify with, and you're welcome to select all of the different ways that you self identify, are you a person with a disability a person who uses supports a family member or a loved one as someone who used to support a self advocate advocate a peer specialist peer mentor, social worker counselor care manager coordinator researcher analyst service provider organization employee or a government government employee and I recognize that many of you may be many of

those things. So the poll numbers are still coming in, we'll wait until they slow down just a little bit, and then we will. And we'll, we'll put those numbers up for folks to see. Let's give it another 10 seconds. Okay. Let's share the results. It looks like. Almost half of you identify a social worker counselor or care manager. And then we have good representation from service providers, from folks and governments, which is great for this particular webinar. And also, family members, advocates self advocates have a few peer specialists, and a few folks who use long term services and support so welcome We're glad you're all here we're glad to have such diverse representation across these categories. Now let's get the show on the road, I'll turn things over to my counterpart Alex Bernardi to introduce our speakers for the day.

Alixé Bonardi 04:28

Greetings everyone, My name is Alixé Bonardi and I'm delighted to be with you all here today. We have a number of speakers and I will be introducing them now and then, hearing from a couple and then we will be joining the rest of them in a panel discussion later on. To get started, I'd like to introduce Mary Lou Bourne, who has been committed to learning about effective Person Centered practices through multiple phases of her career. She's designed and implemented a model for establishing Person Centered systems including aligning Person Centered practices across all operations. She's a founding member of the learning community for Person Centered practice and develop your organization's first Person-Centered planning mentor trainer requirements or focuses on leadership role in implementing a systematic Person Centered practices. We're tremendously excited to have you here, Mary Lou. Next, we have Jake Reuter, who is joining us from from North Dakota. He is the Money Follows the Person grant program administrator with the Aging Services Division of the North Dakota Department of Human Services. We are also joined by a few panelists who will be on the next slide. And first we have Jake Anderson who is joining us who is the president of advocates leading their lives, part of the self advocacy work, he's been doing himself for four years, working hard in this job to work with people and find their voice in advocacy. We're also joined by Tanya red road is the parent coordinator of the North Dakota federation of families for Children's Mental Health has worked in the Fargo community for 15 years previously through the Native American Center and sacred spirit. She's a mother of children with mental, emotional and behavioral challenges and feels honored to use her lived experience to be a value in all she does advocating for lived experience as a key factor in decision making wherever she can. And finally, we are joined by Dinesh Surya watching who was born and raised in India earned his master's degree from Massachusetts Institute of Technology he works for a multinational company as a software supervisor and is a passionate advocate for disability supports and services as a parent of a child with special needs, Nash's wife and two children live in Fargo, North Dakota. Thank you all for being with us. And with that, I'd like to turn it over to Mary Lou to take us to the next section of this webinar.

Mary Lou Bourne 07:17

Thanks so much, Alixé and let me start by saying I am really really pleased with the invitation to share our thoughts and ideas and our excitement I would say around Person Centered systems assessment. So many things to end caps for really spearheading this whole effort. And also, I'm very pleased to be here with the team from North Dakota, who have really helped us learn a lot about the assessment tool itself and how it works but also just to have demonstrated an incredible effort around really dedicating themselves to What does Person Centered systems look like and how can we really accomplish that.

So I'm really thrilled that you're going to have the opportunity to hear from the North Dakota team so without and we're just going to jump right in. The. On the next slide you'll see that we have the areas that actually get covered by this person centered. Self Assessment Tool. In a few minutes if it's not there already I'm not able to really zero in on my chat so if it's not there yet. I'm sure in just a few minutes. The link to the self assessment will be available in your chat so you want to keep an eye out for that. If you happen to miss it, it is on the uncaps website also so you'd be able to download the document there. What you're seeing on the slide right now just kind of shares with you, the big areas. So there are eight significant parts that are covered and addressed in a self assessment. And not one who typically reads slides to the audience so part of why we just want you to kind of see this is we're going to be going by some of the icons that you see. And the, the self assessment is also color coded that won't show up necessarily on my slides today but there are several ways that you'll be able to kind of uniquely identify each of the areas of the self assessment. So on the next slide. I just wanted to mention that the tool itself is really intended for primarily for people who work in in the system in your state. However, we think it's really, really important that states have the opportunity to hear from and get input from family members people who have lived experience whatever the human service system is that is embarking on this, this desire to become more person centered. And so there is a plain language. It says plain language assessment really what it is, is a summary of the assessment, written in a very plain language, easy to understand, we've taken out most of the kind of bureaucratic language that might show up out of necessity show up in the actual tool itself. It is pretty clear and understandable and easy for people who don't work within the system to understand what it's really trying to get at so without lots of the language that we use referencing government rules. So if you'd like to see it written out that way that too is available on the uncaps website. And because Miso and Connor are so quick to get these things out to you, my guess is that it's going to be in the chat or if it's not there already, it's going to be there very soon. So let's take a quick look on the next slide of the process that states would go through as they try to really understand where their system is in terms of a person centered system. So, it's just really quite coincidental that there also happened to be eight steps in the process in relationship to also the eight sections of the assessment. But essentially, what states would do the approach that is usually used is really to kind of look at who are the division leads it might be departments, it may be units. Just who is that that is actually going to lead the assessment process itself. And who is actually going to participate. So there's some discussion about who do we need to have involved and who's going to make sure that we're kind of keeping out this and not losing progress. The second piece is really to go ahead and do enter responses online to the actual assessment tools, and then there is a score, we use the word score a little bit loosely but there are results that will come out. And from that, the team that participated really meets and tries to establish some consensus on what the results actually mean for their unit for their department. And then from there, to really look at talking further with their stakeholders, sharing those results with stakeholders to identify what are our next steps, what's our action plan so if for example we really want to do more with our workforce in understanding and in their knowledge and their practice. And we see that we are really at some of the first basic steps, how do we get to these next steps and then you'll see that the whole self assessment is actually designed with five significant steps for each piece. And with. Step number one being kind of preliminary. Maybe minimum requirements those very very first steps, and each of them then progressively builds up to a point where it's Step five, you would be looking at your organization as having very broadly, as well as deeply engaged in the implementation of Person Centered practices. The next step number five down there on the bottom left is really about creating an action plan, and

then communicate, communicate, communicate number six is making sure people know about it, understand it, and then you, you don't really want to stop there though you really want to have and the tool is designed so you can come back and evaluate your progress and see, are we getting to the next steps. And eventually, you may even be in a position to update your systems goals. So on the next slide. We're going to really start to look at the tool. But first, there are four quick points that we want to make. And this one I know that that graphic is a little overwhelming, but it really helps us think about a system. But what do we really mean when we're talking about a system, and if this is a person centered System Assessment what is it that we're talking about, well, much like an automobile like a car, and a system is really a set of independent parts that do their own have their own role to carry out, but they have to carry out their own role by engaging and interacting with other unique parts. So, pretty easy to see with a car. When you think about the engine and how it relates to the steering system and how that relates to the brake system for example, you know there's a whole electrical system in cars now. So each of those parts are distinct and separate and have to run on their own you know do their own role, quite well. But they also have to engage with all of the other parts so I'd like to use that, that analogy to help us think about what's your human service system so where do you work. And what are all the other parts of your human service system that you have to interact with so for example often you'll hear people talk about care coordination or case management maybe it's service coordination in your organ in your state interacting with independent and separate service providers, and perhaps there is also then relationship with adult protective services or with a disability rights organization or some other rights protecting organizations, they are often independent and separate but they play a very important role in the system at large and of course then who pays for the services the state agency or the type of agency that is administering and making sure things work. So there's all these distinct parts. So the purpose that that's not all the big piece that makes a system, a system is that any single part really can't accomplish all of it on its own. But there is a bigger purpose that all of those courts working together is set out to accomplish. So when we look at this tool you'll start to see that there are places where the word alignment for example is used quite a bit, because what we're talking about is are all of the pieces and parts of your system functioning and working and and working towards the purpose of being person centered. So the next point we want to make on the next slide is really the purpose of the tool. So really thinking about, people often ask, Well, you know, what's the point of this whole thing Well, number one, we really want to help you in your state set a baseline. Where are we currently relative to how we engage with and support and make it possible for Person Centered practices to occur. It's also very clearly set up to help us a whole statewide systems that goal to either expand, or perhaps in their state it's about improving Person Centered practices. And then the third big purpose that we had in establishing this tool, many years ago actually when we first started with it was to determine if a state is making progress. And that was really a big part of the initial push to start to put some of this in writing, and to establish a way for a state to actually assess where they stood and that is states frequently have these great visions of a person centered system, but it's very difficult for them to know if they're getting there are we reaching that vision, how do we know how we're making progress. So that's the second point the third point on the next slide is really about the difference between quality and research. If we could move to the next slide, baby. There you go. Thank you. So I'm not going to spend a whole lot of time on this but people often, kind of, ask questions about whether or not the intent of this is for to become to, to build a research database and it's really intended to be a quality management tool. And so the differences. There are some great resources available to you if you'd like to really be able to describe and think about the difference between data for quality management

purposes and data for research purposes. But in this particular instance we really designed it with the intention of it being a quality management instrument. So it's really, at one of the, the underlying expectations is that all quality is local. For example, and that it is for an internal purpose that this is not necessarily. You're not engaging in this assessment for broad knowledge across the entire. For example, behavioral health knowledge base. So, and then on the next slide. The last piece we're going to come back to just this process. So in order to really understand the process itself. One of the first things we suggest that people do is become familiar with. First, the language that's used in the tool, and then the sections of the tool itself. So on the next slide. We'll talk just a little bit about shared language, and what we mean by that. So this was designed to not with one particular human service system in mind. It really has been designed so that whether you work in elderly care and aging whether you work in behavioral health services. If the folks if the system of support that you, you are in is more along the lines of, perhaps supporting people with substance use needs and or certainly with intellectual or developmental disabilities or people with physical disabilities. That should not matter. It really is all types of human service systems, but that sets a particular challenge about language for one tool to describe the programs or the management practices across all of those in every state in every territory across all of the tribal nations. That's really a challenge. And so at the beginning of the document to the beginning of the assessment you'll see some instructions might be a strong word but some guidelines for defining the words that are meaningful to your system so in other words and you'll see some examples here on this slide, we use the word, the phrase strategic plan for example and your state may not necessarily have an exact document that's called a strategic plan. Maybe it's a vision plan maybe it's a five year work plan. Or maybe it's a roadmap. So, there are ways that we have addressed some of those areas that could be confusing in the terminology. And we really suggest that you go ahead and insert your state's unique terminology that will make it a lot easier for the participants that people that you're asking to give you the feedback in this assessment. To understand how this applies in their own work situations. So let's go ahead and take a look at the couple of sections of the self assessment. And again, as I mentioned before, I'm not going to read all of the words he will have the slides available to to come back and. And certainly, even more so the self assessment tool will show you the details but leadership, really goes into four specific areas. One is the actual act of demonstration that leaders in the organization in the agency, take on it also talks about strategy. Do you call your leadership assures that the strategy to achieve your mission is carried out. There's a whole piece on leadership's rolling communication, making sure that communication at all levels is is well aligned with Person Centered principles and values. And then there's also a section that in any state system, particularly for human services we all know too well probably that there are statute, regulatory sub regulatory guidance documents, there is this whole series of rules and interpretation of the rules that really have a unique opportunity to help you make very significant steps forward in demonstrating a person centered approach. So for that reason we actually included a section on leadership's role in assessing and looking at how Person Centered approaches or practices are embedded within those key documents to the next section number two that we'll look at is, we call it a person centered culture. So really looking at ways to actively form and nurture and kind of maintain that person centered culture, it talks about communication of your culture and use of stories and ask questions about routine communications that carry that narrative, but it really also focuses on the essentials of a person centered culture, which is that pain that that very distinct demonstration of respect and dignity for all people, including how you make sure that your narratives reflect individuals stories about culture about race and ethnicity, and the value that all people bring to your system. So there is a section on Person Centered culture, and we put

that right at the front because we felt you know leadership and Person Centered culture are equally important aspects. Section three talks really about eligibility and access on the next slide. Oops right there. So, something that we've heard from family members particularly and people with lived experience for many many years is that through the eligibility process they feel like there is just a single slice of their life that is looked at or that they are kind of addressed in ways that only take a look at a very small part of who they are. And so we talk about in this assessment it really looks at how does your eligibility system incorporate the whole person. And does it focus on the kind of life that the person wants to live and is hoping to live, rather than only expressly zeroing in on limitations or areas of that need to be fixed or address in the access section we also talk about making sure that there is built into a respect for a person's racial ethnic and linguistic background and their identity to account for any of the understanding or the ability to carry out and complete some of the steps that are necessary to accomplish eligibility determinations and, and to access the system. And there are lots of, there are many states actually that are learning quite a bit about how the design of some of these practices may actually be inadvertently creating barriers for people to have access. And so that's built into this part of the assessment on the next slide, we'll talk a little bit about Person Centered service planning and monitoring so this is the piece that for many many years everybody who say person centered, you know, kind of feel like that to your, we say this, you say that it's you say Person Centered you say planning. This is what is strongly known by most of us, and human services for many years. But not with the monitoring piece attached. And so what you're looking at is. In this section, and there are several. There really are three key parts in this section. One is do we have alignment between what our policy says and what our practice actually carried that, and then some clarity around what should or should not perhaps be in person centered plans. And then there is a piece that talks about just the way that monitoring, or, you know, making sure that the plan is being carried out and happening the way that it is intended or was written, and it flags. When things need to change. How do you know that and how do you make sure that it happens when things need to change. And there is an important piece in here about addressing risk. And where does risk assessment and risk, understanding of risk fit in, in the person centered planning process. So that is the person centered service planning a monitoring section part five is one that surprises. A lot of people but we think that it's really very key to the whole notion of a person centered system and that is the finance piece. So, are there there are a lot of mechanisms in finance sections of state human service systems contracts are carried out their service definitions tend to fall in the administrative and finance bureaus. There's a lot of reporting and other mechanisms through which payments get made. And they need to be aligned with the expectations around Person Centered practices authorizing particularly has a unique role that if people need their authorized services to change and change quickly, can that happen quickly so that their life doesn't become disrupted they don't have to wait for long periods of time for something to change when perhaps something in their life changes did change very quickly. So, really kind of taking a look at the practices that create the flow of the financing and the supports. So that people's lives can kind of follow the natural flow of daily life. That's the finance piece and then in Part Six, this is a rather complex section. There are four distinct sections in workforce capacity and capabilities, and it has a lot to do with the, the people who actually work for state systems, it, it addresses people who work in care coordination or case management service coordination agencies. It also addresses those people who are in direct one on one relationships in delivering services directly to people. And so the idea here is that we really look at all of the workforce, being knowledgeable and informed and treated with respect. In terms of both, how they are valued in the system as well as how they become aware of the expectations that are

placed on them for carrying out Person Centered practices in whatever way that might be a big part of the focus here is also that people know what's expected of them. We can go on to the next slide, Connor sorry. So two pieces that are left one is collaboration and partnership. And this is a piece that again over the years we've really recognized that listening to each other, and building collaborative relationships between all of those people that you see in that first bullet, people with lived experience, their family members, the service providers who support them advocates and advocacy organizations. And all of these Central and regional and local, state and county, other government administrative agencies, really need to work closely and work hard at building trust with each other. So this whole section is about how do you intentionally build collaborative partnerships among all of these stakeholders. It asked questions about making sure that people with lived experience and their families are valued and not only valued but that they have real opportunity to contribute to the design and the evaluation of the system performance. Then it goes on to kind of repeat those same things with service providers and advocacy organizations. And then the last section of the assessment tool itself is really Quality and Innovation. This piece is focuses on moving away from just stories about it's the right thing to do. But to data that supports Person Centered practices, both, whether they are present, but also how effective and how well they are carried out. It's really intended to help state systems and provider agencies really primarily move to move away from quality that is mostly if not exclusively defined as a compliance model. So monitoring and reviews and kind of look behind audits to those kinds of reviews, plus quality improvement which is really more forward looking and driving towards the quality that you want to achieve and driving out you know always striving towards improvement opportunities. It does include references and, and an assessment of the licensing agencies and their role, and it really looks at a way to ask questions about how you engage all of your stakeholders in this active pursuit of quality, and you'll see that it ends with really looking at learning opportunities and look interpreting quality as a learning opportunity. So, one more. The next slide the last slide, I think that is new information. Couple caveats that we share with people. You know, it isn't really just about the score. The numbers are really important because they will help your state measure progress. They will help your state state have an opportunity to build in accountability to the change process so are we. It's very some of the measures and some of the steps, they would actually say the majority of them have been designed to be very concrete, very recognizable. It is difficult in this day and age to know where to spend your very limited resources so if the tool, and the numbers the resulting numbers on the instrument itself should help your state, kind of make some decisions about where to focus people's personnel time and energy and other kinds of resources, but it also really the numbers will help you to set goals and think about synchronizing your timeline for implementation. But that was a very very quick look at where things are, where the actual instrument stands. And the next slide is simply another. A revisit of the self assessment process because you're going to hear now from my colleague, Jake. Jake ruder from North Dakota who's going to share with everybody. What this process, how it actually went for them in North Dakota. So thank you all very much. Jake.

Jake Reuter 34:20

Yes Thank you Mary Lou we, we really want to say thank you right up front to N calves and Mary Lou specifically to really support our efforts to engage with the self assessment process. First of all, explain to us what it was and, and how it will assist us, but then to take those next steps of of walking through the process itself. So next slide please. Well you. There we go. So first I want to just say that, North Dakota is person centered. Practice effort is really statewide and system wide meaning that we took

this on intentionally to look, not only within the Department of Human Services multiple divisions, but also to all the partners that are engaged with us, including providers, folks that are using the services families advocacy organizations. We wanted to really develop a strong and consistent statewide vision and understanding of what Person Centered practice is for North Dakota and all of our partners in that started with really looking from the top. Meaning, our Executive Office through every staff member every person that's using services and we're not there yet. But this is the, the ultimate vision. Next slide. So who was involved first, what we needed to do is make sure that executive leadership was on board. When given the fact that we were trying to do an entire system change, meaning every department, including the folks that answered the phone the folks that do the hiring the folks that handle finances and contracts, not, not just the divisions that that manage a waiver for example. So we started with some presentations from. Bevin actually with our executive lead. We had a lead sponsor from our executive team that has Shepherd the this process from the beginning and so I can tell you that they've embedded all the person centered practice language, not only into the state's Department of Human Services strategic plan but if you watch any of the legislative testimony Person Centered practice is highlighted front and center in all of the presentations. The second group was our technical assistance group and that involves representation from all the divisions. But in addition to DHS staff we have advocacy organizations like the arc of North Dakota. The our mental health America ARP, or Protection and Advocacy staff, and they've been key to steering where we're going, what we're doing and how we're operating. And then of course, stakeholders both internal and external, not only now but into the future. Next slide please. So, how we're going to implement this so the whole process really is to look at bringing diverse voices to the table, as we've talked about supporting actual participation, regardless of where you are in the system or if you're someone that's using services. So bringing everybody to the table. An example is the folks on the panel from North Dakota. They've been actively involved with, with us in this process including doing a statewide webinar on Person Centered practice, we want to look at all of the policies and processes and procedures, so that they will reflect the statewide Person Centered value and culture and then obviously communication is key, how and who and where and how we communicate that is essential and we continue to build that. Next slide please. So, I want you to see the system, you, Mary Lou talked about the system that has to be addressed. And so when you look at just the Department of Human Services in North Dakota. You can see the list of the number of divisions or entities that we're going to try to look at Person Centered practices and use the self assessment on right now and So, So far we've looked at aging services and Children and Family Services and developmental disabilities and. But I wanted to get you some sense of just how complex the system is and that's just the internal. So, next slide please. is Mary Lou walked through the process of the self assessment she highlighted, each of these categories so I will not go through them again. But we did walk through each one. This, this particular slide is our way of tracking how well we are progressing as a state. And you can see that in aging services which is our pilot, we've, we've met with our division lead and determine who is going to participate in the assessment itself is. We started in the fall of 19, we had 35 staff. Since that time, we are now up over 100. And so the assessment that we did at that time and the next one that we will do will be significantly different because of the number of participants so we went ahead and had our staff do an online self assessment through, and they scored in each of those categories. We returned with consensus building team. And from there, we've, we've gone ahead and engage stakeholders to try and inform our action plan development in so you will see a little bit about that. We've talked about developing specific communication within the division, before I go on, you need to know that this is a huge task. And so what we've done is we've contracted with h r i h s r i

separately from the end caps project to do project coordination and so we have a staff member, Melissa Hill Meyer that's actually shepherding this process division by division. We know that this is going to be a multi year project. And so we were in in in for the long haul as we work through one division at a time to do the assessment and follow up with the action plan, including that significant engagement with stakeholders, especially folks that use services. Next slide please. So some of the materials. Obviously we've developed the technical assistance plan with end caps. But as I said that's not going to end on October 1 when our three year period is completed, we are intending to continue that ongoing effort. And certainly do some cross division workgroups so that we're consistent throughout the department and with our partners. We've created something called an asset map this is a terrific tool. This, this was created by our, our advocacy organizations they identify potential stakeholder partners, organizations, activities that are going on. That would inform each division as they engage in the assessment process. And in the development of their action plan so we know. You know who to involve right upfront, it saves a lot of time and energy when that's already been created. It's a living Dynamic Document and grows over time. And again, that's something that the end caps folks helped us create with their technical assistance. We've had three person centered practice summits, one on building foundations, one on putting people at the center of practice and embracing diversity and we had terrific attendance and active stakeholder involvement with all three, including the three folks on the panel today. And then the other thing that we created was a participant engagement guide and we did not do that that was something that was really well done, in cooperation with, with the end caps folks. So those are just some examples of the tools that are in place to help each division, and each entity as they engage in the assessment process. Next slide,

43:55
please.

Jake Reuter 43:58

So, as I said in September of. the 19, we had 25 of our 30 Sat, 35 staff complete the assessment. Please know that there are staff that were in the field out working, and there were staff in the office and I can tell you, there was a significant difference in the results of the field staff versus the staff in the office the as you can imagine, and then following that self assessment as I said we reviewed the scores, and we came up with a consensus to establish a baseline. Now we basically tried to score as low as we could. we didn't want to overestimate where we were at. We certainly wanted to set ourselves up for success in the future but wanted to be really brutally honest with where we're at. One thing you as part of that process. The folks from endcaps were terrific about putting together a report that brought all kinds of statistical information to the table that you know went with mean and medium and deviations and that just went right over my head I said I, I didn't like statistics in the first place. I just know that there are areas of need that were identified, and we've picked out three specific ones really around that, that engagement with staff case managers coordinators, or employees and missions and standards. really specifically quality. Next slide please. So, this is just an example of action plan. This is Mission and standards around the quality and and innovation area of the assessment and so we scored ourselves a one. As an example, and this is, we have values and we espouse Person Centered practice but we're not really very good yet at specifically defining that in our licensing our, our, our processes and our procedures our assessment tools like our, our Person Centered plan or our assessment tool itself. And so you can see that our, our goal is to move that up to, to clearly connect

with each other. All of our agency staff were involved in we wanted to develop some definitions. We created a survey, and we had some really nice responses on from our staff on how to do that but we also got information from our, our individuals receiving services so that was part of an annual review, and in so we got that data back for us to look at. Next slide please. So what Aging Services has done so far so we're actually meeting weekly we've got three staff that meets with our, our endcaps staff on a weekly basis to review efforts and progress around addressing those goals of the action plan, we updated our annual survey as I just said, related to Person Centered practices for all folks that receive any type of aging service. We've had listening sessions with our tribal nations, and the new Americans that have come through our refugee relocation program in this state. We reviewed assessments with Person Centered language so we've had our home and community base assessment reviewed by in caps for recommendations we had an assessment for a screening process for all community based services reviewed and updated to make sure that it's person centered in language. We are now looking at, continuing surveys with staff to identify strengths and how we can improve practices. And the one thing that we've done, most recently is we started through a change management process as you might imagine most folks think they're already doing Person Centered practice just fine. And sometimes folks will will respond negatively when you start bringing up the fact that we want to improve. And so we're working through the change management process to make sure folks know what is what's in it for them and why we're doing this and what the future will look like. When we get through this process. The other thing I just want to say is that when you start talking to your partners especially advocacy organizations around the assessment sometimes there's some concern about the fact that, that's an internal look, and you're not asking for outside partnership in making decisions about how your policy should look to be more Person Centered or, or what the definition should be of Person Centered practices or planning. And so I think it's really important upfront to communicate to them what the assessment is how the tool works internally, and that an action plan will be developed in cooperation with partners like the folks that use services or advocacy organizations and family members. Next slide. Next slide please. So, at this point, we'll turn it back over to our encap staff for questions and evaluation.

Alixé Bonardi 49:57

Thank you both. Mary Lou and Jake such a great example of really taking the tool and then, as you've described, Jake, this has been really putting it in action. And it's really exciting now we're gonna move to a panel discussion with a few more of the speakers that we have gathered here with us today. Each from North Dakota, so this is continuing on the conversation, specifically to what's been going on in New York City, we've, we've already been introduced to to Tanya to Jake at Anderson and chicken ash. And we have a few a few questions which I'm going to pose to each of you with kind of broken it up so depending on who's going to start with the answers. I'm going to be calling out names to to invite you to, to answer each of these questions. But to get started, I would really love to hear from you and if you could please share from your experience, why it is that the whole system, including the Department of Human Services departments. The services for children and adult services across the states, why is it important for all of this system to have a shared perspective on Person Centered approaches and Taya if you could start.

Tanya RedRoad 51:21

Yeah. So I guess three things that came to mind was culture, resources and accessibility. I guess I think it's gives opportunity to be more inclusive of our diverse populations and kind of heal us some lost opportunities to those who roam these lands many years ago, as Native Americans I sometimes think that we kind of get left out of some of them, some of these things so I think what the person centered practice I think it just gives everybody an opportunity we don't have to. Those things kind of can take care of themselves. I also think it provides more avenues for shared resources. Just be able to. I feel like at least what we do at the NATO, or at the Federation of families for children's mental health. I feel like I'm always kind of. I actually our parents and our. They're the ones who kind of know more than some of our, our organizations because they're the one utilizing everything so they're the ones who are telling me that, who's opening doors and who's shutting doors so I think that's important. And, again, hopefully, you know, that opens the door to accessibility. I just think it's moving in the right direction. I know, Jake, Jacob he's always saying, a little bit more work we got a little bit more work but man I can't tell you just starting the conversation and hearing this conversation, what that means to me and my family, it means a lot implemented when my children were you kudos to DHS shout out to metacoda, whatever. Thank you.

Alix Bonardi 52:55

Thank you, Tanya, it is a journey. Next, I'd like to turn to you, Jake Anderson, if you could share a little bit about why you think it's important for this whole system in North Dakota, to have a shared perspective on Person Centered approaches.

Jake Anderson 53:13

For me, I always like to see somebody have a voice and to hear them, and listen to what they have to say. And be just out there and showing that they don't have to be afraid. They don't have to be scared they don't, they can be safe, and I think it's nice that we can have this, you know, with a lot of people because they're, they're really important and it's nice to get their voice heard because sometimes we don't get their voice heard. And we need to just be there for them. And this is a wonderful program I think we get more people involved. So thank you.

Alix Bonardi 54:00

Thank you. Thank you and getting all people's voices heard. This is certainly a part of us. Next, I'd like to turn to you ganache with the same question about the importance of having a shared perspective, across the entire system.

Ganesh Suryawanshi 54:17

Thank you. And thank you, Mary for sharing the definition of system. So I'm going to start with that really after looking. What Jacob has shared. This is not just a system this is a system of systems that are multiple organizations working together. And I always say, the system is incomplete without the end stakeholder. So the person who is actually utilizing services as well as the family members, they are also part of the systems, just the same way like you know you, most of us have cars. You know, it's a great system, again, in car to I call it system of system. Because, just the engine if you consider engine it's a system, the same engine can be used on the board, same engine can be used on another vehicle or for another purpose, but based on the need that can be tuned and the end result or the super system which is a car in this case can happen. So as an example, it is operator's responsibility to make sure

that the tires are inflated to the right, air pressure to get the best mileage. So that means, in this case, in the system, the actual users or the family members also need to consider part of the system. Again I call system because it's a bigger system, and then need to provide this, and that's one of the area. I think we all have responsibility to make sure we provide the Enough. Enough stage or enough area for them to express their needs, also we need to listen not formally but informally to another way, those people who understand ecosystem better I can put this in different perspective. This is similar to an ecosystem, all the pieces has to work together in order to solve this total puzzle, and how that can be done is one of the biggest thing is, let's make sure all the leaders are aligned so that means we need one goal. So as an example over here, a person centered practices that's one common goal and that's aligned to that we need to all make sure we define execute and monitor the monitoring is another biggest piece because we need to make sure what we do, do we are we doing right things. And as we get the feedback we need to continuously dynamically make the changes to the system. So we can strive for the better. Thank you. Terrific, thank

Alixé Bonardi 56:34

you. And seeing in chat certainly your point about being a system of systems certainly is resonating for folks and Jake router, same question to you. You've touched on this already but but could you share a little about why you think this is so important to have a shared perspective.

Jake Reuter 56:53

It's hard to imagine saying anything more complete than that Ganache just just spoke about I, I want to add one thing is we use the car system and the system of systems and and Ganesha has talked about, we want the individual and their family to be at the center they're going to be the driver right that's what you you implied right that they're going to be the driver of that car so I mean ultimately we want to be sure that everyone, regardless of what their need is can fully engage in our system that they can direct the, the kind of services and the life that they want to live through this sort of process we know that every service system is going to approach things in a unique way because of the need of the individual but we need that overarching consistent Person Centered practice that that guides, all the work that we do as a department and that our partners, know what to expect, they know that they're in control and they can direct, and they have a say in all the policies and process and services that we develop aren't aren't we proud of the North Dakota stakeholders that are on the call today, they're just so awesome.

Alixé Bonardi 58:13

Absolutely. Before we turn back to the North Dakota sequel there's a I want to give you, Mary Lou, a chance to weigh in again on why it's essential that there be this shared perspective, a person centered approaches across the entire system.

Mary Lou Bourne 58:34

Well, really I think Tanya and Jake and Ganesh, have really said it best. I don't think there's anything I can add to it did want to have a couple questions in the, in the chat sort of related and I hope that we've answered. Earlier on someone asked, how do we convince leaders that this is a necessary and important thing to do so I'm hoping that much of what you just heard is helpful in that but that the piece that I think all of our panelists have have pointed to is the. When there is not alignment at the leadership level and when there is, when there are individual parts or, or systems within the bigger

system as kadesh said that are not person centered, that are practicing in a very, very different way than the confusion and the frustration that that creates in the field, and particularly for families well you know my case manager told me this, but then I come over here to my provider and they're telling me something different and they say that it's licensing that's making them do that becomes very frustrating. And then it creates it starts to undermine trust and belief in the system so you know there are many many reasons why it's important for there to be alignment but I think that's one really crucial part that, you know, we really listen to as Jake said so clearly, you know, listening to the voices of people and recognizing that when they say, I'm confused. It doesn't make sense or someone else in the chat said it's so complex. It's really an opportunity to have everything aligned so that it works really smoothly and we can reduce the, the problems that result from the complexity. So thanks so much Alex.

Alixé Bonardi 1:00:24

That's a great point, thinking just about where we want to go and also where we, what we want to avoid, too. Yeah, I'd like to turn back to some of our other panelists. And this again as a question about the direction things are going in, in your state in North Dakota, so the the DHS Person Centered practices initiative began in early 2020, remember those days. And I would like to ask each of you, what changes, you will are hoping will come about from this process. So really what's your vision, what are you hoping to see a tiny we started touching on this. And, and I know that you all have been involved in some of these discussions so I want to put this to you first. Actually I'm going to talk to all of you from from North Dakota, it'll put you first j router about. In what ways is the current system versus center but then how are you trying to get it to be more person centered. Well,

Jake Reuter 1:01:27

the ideal for me is that regardless of what we do is a department that we start with stakeholders, the folks that use the service before we take another step. And what I mean by that is if we have a new budget coming into play. We should be talking with our stakeholders, before that budget gets formed and developed and sent on to the governor's office right. And that's the ideal in my head. But really, you know, we want to be sure that every step of the way, whether it's development of a policy or a practice, or the level of payment for a service or how many hours you can get for whatever service, it might be that we engage with those stakeholders from the beginning, and that we are in a partnership with them. And so that, get to get into that real person centered practice work. What is it that folks need and how do we get there together.

Alixé Bonardi 1:02:30

Thank you. Good Nash same question to you. What are you hoping will come from this from this process to get the system or person centered in the future.

Ganesh Suryawanshi 1:02:42

Yeah, I will put in terms of some mathematical equation or mathematical graph so most of you have seen the bell curve graph. And when system comes, we want to make sure the optimum output is provided. Now, in this whole system there are a lot of stakeholders, the ultimate aim stakeholder is the person who's getting the care but there is all behind the scene people need to work on to make sure that gets aligned. And we need to make sure that the things goes in right alignment, where maximum output goes to those who need it, not through the system where our system is catching things and you

know because of the approval process back six months, and then you know we are wasting all time everybody's time. So those kind of communication gaps and as we have seen that this is a system started and this is a beginning, and this is a journey. So we need to make sure we dynamically adjust and tune, how we go and continuously refining our gaps and close those out. I'm not sure how I can talk about because I don't have personal experience right now on how the things are changing but I'm sure as the time goes on, I will have some experience and I should have more hands on example to share.

Alix Bonardi 1:04:00

Thank you. Thank you. And again you reference the journey I think it's coming up again and again. Jake Anderson, same question to you from your involvement with the DHS Person Centered practices initiative. And as you've been thinking about this how do you think, what are you hoping will come from the process to make the system more person centered.

Jake Anderson 1:04:23

Um, what I'm what I would hope for is that just that we were right now we're kind of in that learning stage right now and, you know, like I said, I just learned as much as I can learn and I hope that as, as it progresses, more we can keep going with what we have and it's sometimes really hard because you know we're just getting into it, we're just getting started. And I think that the more we get involved. I could see changes happen you know as we get more involved in more more of these webinars so it's it's a process but I think it can be really, really good for all of us.

Alix Bonardi 1:05:15

Great, thank you and it takes a lot of people being involved, for sure. And and finally to you, Tanya, same question about what you hope for and would like to see the system moving towards.

Tanya RedRoad 1:05:30

Um, I guess I look forward to it. You know, again, like Jake saying, it's a little early in the game but I am excited and look forward to the progression of this. I just being just for the fact that I've been implemented and available on a deeper level across North Dakota is exciting. I think it can help a lot of agencies do their jobs more efficiently and become a universal tool to those who need this service or receiving that service and bring it home to them and let them be the driver as Jacob would say there and, I mean, I just know it can be really hard, and I think everybody's kind of said some of these things so I feel like I'm repeating myself but it was just something that I wrote down so I'm glad that we're all saying it but it can be hard and confusing access, accessing multiple systems, and so kind of what Mary was talking about is that you know this person said this and then this person said this and then we're sitting here kind of in the middle and not knowing what direction to go and then usually what happens is usually the person shuts down and then they don't ask for help and we don't want that so that it just keep going.

Alix Bonardi 1:06:40

Absolutely. Thank you. Thank you. And one of the things that I know many of you have been discussing and I'm starting to see a bit in chat, too, is to keep moving things forward takes a lot of communication. A lot of communication between systems, among people supporting each other. And so I have one final

question to put to each of you, and that is about in your mind. What does ideal communication look like between people who use services for families and, and the state agency. This can involve some more formal self advocacy groups as well but I'd really like to just see if we could spend a bit of time talking about what you think is just the best way to communicate about Person Centered practices. I'm gonna start with this grapefruit with you, Mary Lou.

Mary Lou Bourne 1:07:38

Sorry, I think I think it's on mute. Yes, so it's a great question, and, you know, I think I keep going back to something that Tonya said right at the beginning that, you know, people with lived experience, and their family members are really the experts and turning is a part of what is at the heart and as you look at the details of what's in this self assessment tool, really what's underlying that is how do we create the balance so that we really truly see families and people that are supported whatever your system is are the experts in their lives, and are the experts in understanding how their life is is made possible or impeded by the system and so, recognizing that professional you know the idea that professionals know best, which is kind of implicit in many of these human service systems right now, and kind of recognizing that in a true partnership. We understand that. And we being a whole collectively that together, all of us can build a better automobile, we can build a better system by recognizing the experience of those operators, and that that. So, changing the balance of power, if you will, but also just the balance of influence that professionals have is really in their, in their hands to demonstrate families and, you know, people we support as the experts. I think that's a big piece of what's possible.

Alix Bonardi 1:09:26

Thank you Thank you such such important points to raise about the experts, where expertise lies. And certainly people being experts in their own lives. I'm going to turn now to you, Jay. Anderson with the same question. From your perspective what does ideal communication look like between people who use services, and families, and their state agency around Person Centered practices

Jake Anderson 1:09:54

family. Family is like really important because they're a big part of, you know, especially when they can advocate for you and everyone that's around you and, like, I'm in the a self advocacy. With my group and, you know, we try to keep together and we try to keep things going. As much as best as we can because right now it's hard because of the pandemic going on but we try and keep in contact with each other just to, you know, do small things you know try and do an activity over zoom or you know just something that we can just be together because it's hard to, you know, be with a lot you're not there, it feels really hard because you can't be with them. But eventually we're hoping that that'll that can change but like I said families are so important because they feel that you're there, and they understand. A lot of people that I'm with understand also. So that's my.

Alix Bonardi 1:11:09

Thank you. So keeping the communication going as much as possible in different ways to soar to you, Tanya same question. What does ideal communication look like to you.

Tanya RedRoad 1:11:23

Um, I guess just yeah I think keeping, you know, pushing forward by just having some transparency between organizations DHS just the whole system of systems, keeping that communication open keeping people informed, things like that. I will say I actually would have thought that came to me when I, when I did this is, I thought, you know I want, if I if I had a wish, I wish my, you know, the organization's I work with my family or friends or whoever may not have the same experiences, well, how have this knowledge. Sometimes I think this helps delay some of the repetitive teaching that can happen. of teaching others and so when I think of this system and that idea my man you know I feel like sometimes, whether it's my family or families that I've worked with, sometimes I feel like they are repetitively teaching people before they can even think about what they need to do. And so I think if you have this already in place and like Jacob said that kind of live formats that, you know, and it can be used wherever. That would be really helpful for families to concentrate on what needs to get done instead of repetitively teaching and saying the same thing to someone else and just feeling like they're spinning their wheels so that was the, that was the thought that came to my mind when I, when I read this question, communication, communication. Yeah, for sure.

Alixé Bonardi 1:12:54

Thank you. Same question then to you benesch about what you see is an ideal communication to move this forward.

Ganesh Suryawanshi 1:13:04

I think first of all, this is a million dollar question. And this is a very common problem everywhere it's not just in one industry. Almost every industry has a communication has a basic problem, and why it is so even though we all talk English. The way we understand the way we interpret is all different. And on top of it, then we have some our friends who needed the services they are even nonverbal, they cannot even able to express what they want what their trouble are. So I think some of the areas what needs to be done is, let's take a simple example. When we are talking to our children, say, ages two years and ages 20 year do we talk the same language, no we don't talk, we talk differently. Same thing we talk to our spouse or our parents, we change our communication based on, we know what that other person is and what is the best examples, or what are the best things that person understand. So basically we go into that other person's domain and tune our language, or our communication, to make sure they get the maximum out of it. Also, I would say, same thing, other person should do, but in this area. It's sometimes may not be possible. So, what we can do is then to make the system work. Remember always, when we needed a bridge can build from both sides, and then yes it's done, but we can make a bridge from one side as well. So over here. That's how then we can communicate with those, and one area, our thing could be like continuous education because many times people don't know what to say what technical words to say, And when we train people we always train them in terms of technical words, where I'm talking about our government agency people or our social worker or those things, I think, when they when they get to people when they use those technical words that's where communication barriers start so maybe we need to have some communication to end stakeholder in the form of some using right media as, for example, not everybody wants to come on webinars like this or not everybody wants to go to a conference where 100 200 people are sitting, but some are okay. And some people want to go into smaller ones Some want to read, rather than listen. So those kind of different media or format we need to utilize. That's how then communication can get better. Now, is this going to solve all problems. I would say no, it's not going to solve all problems, but can it make

improvement. I would say absolutely it's going to make improvement. And as we all work together in the same goal, we will see that things are getting better and better.

Alix Bonardi 1:15:42

Thank you. Thank you. It sounds to me like you were describing something that's very much like Person Centered communication. It's. It all comes around together. Our last the last question I'm going to put the same question to you, Jake Ritter and this will end up our panel discussion, a moment, short moment, so that we have a few minutes for some of the questions that have been coming through in chat. So, same question to you. What's your idea of ideal communication jQuery. Well,

Jake Reuter 1:16:11

is, is in your state. This is the million dollar question and it's one that we've talked about consistently and constantly and certainly do not have a good solid answer yet. I know some of the things that that we've talked a great deal about is how do we are sure first and foremost that the individual receiving services and their family know what we mean by person centered practice and. And so, providing them information and tools, based on you know the input and direction we get from the folks that use services so I'm going to talk with a family member, what tools, will they need to be able to engage with whatever it is and the right language in the right format. So that we ease their access right I've seen a lot of chat comments about one stop shop and, you know, being bounced around from one division to another or one department to another and if we don't as a department, communicate by our words, our actions, our policies and our process that we're Person Centered that were our practices are person centered, no matter what way or how you engage us. We've missed the boat so we need to communicate first and foremost by our action by how we develop new things how we communicate and engage. But I think also creating those tools, and those communication processes for whoever needs them so that they feel like they're in the driver's seat again that they're able to, to have, say over. How come you're paying so little for for this service or how come I can get more hours for respite for my daughter. And they, you know, somehow creating voice for the people that are most important and that's the individual that has the disability or needs the service or and or in combination with their family so I know that's not a complete answer. There's no simple answer we have to work on this together.

Alix Bonardi 1:18:24

Indeed, it's work. Thank you. Thank you so much. And thank you to all of our panelists for this terrific discussion with this, I'm going to turn it back to Devon who has been monitoring chat and there's many questions in chat so are you better.

Bevin Croft 1:18:39

I love monitoring chat. I hope folks have had a chance to look through chat I just, I continue to be just so appreciative and impressive the collective wisdom of this community we have some experts on the screen but there are you know 1000 experts, watching as well so I just appreciate all of you who are who are chiming in. We only have time for a couple of questions. There are some other excellent questions that we won't be able to get to, but we're going to put them in writing to our presenters and our panelists, and then post them on the website when we post the recording and everything so, and you'll get an email about that so if your question doesn't get answered it will get answered later. But we got a couple of questions right off the bat that we've gotten a lot of times and Mary, Mary Lou I want

you to take this one. And that's simply. Can we use the self assessment. If we are an organization that provides services to people, and if not, what are the alternatives.

Mary Lou Bourne 1:19:39

Yes, so great question. Um, I would encourage people to read through it, and I think you would recognize if you run a service provider organization for example, there may be some parts that you read through and you say you know I really do think this could apply to our organization, keeping in mind though there are the collective whole is, you know, this whole piece that we've been talking about all the pieces and parts interacting, is, is at the heart of it so there may be some parts that you look at and say, no, that just doesn't we can't do that it doesn't really apply to us. I would give a shout out to there are other tools on determining progress in becoming a person centered organization, and there are a number of organizations that have worked on tools such similar to that. Helen, Helen Sanderson associates has an excellent tool called progress for providers. The Malcolm Baldrige organization that it's actually part of the federal government really it's a quality tool that is around. It's called are we making progress, it's not specifically person centered. It is a federal program for assuring, you are consistent in whatever it is that you're doing. There are also an eye devenue may remember the there is a tool. Actually I'll find it and make sure we get it on the that here in the US that's very similar it's based on the work of Helen Sanderson us. That is also designed for providers. Great.

Bevin Croft 1:21:19

Yes, and marilou weekend, if you, if you haven't at your fingertips throw them in chat now and if not we'll, we'll, we'll follow up with those links. Oh, thank you, Alex. So some of those links are there. One other question and it's a thorny question we won't fully answer it, but I want to hear what you all think and I bet all of you have good response so just chime in. In a situation where you don't necessarily have the power or voice to affect change at the level which is truly needed. What do you do, so Jake spoke a lot about how and I truly am impressed with the commitment of North Dakota Department Human Services leadership at the top level with their commitment to this. Not every state has that commitment. Yet, from their leadership. So if you don't, but if you want to affect change Person Centered systems change at your level or within your organization or in some smaller way, what are some ways that you can do that. And I'm going to open the floor deck to any of you because I think you all have thoughts. Don't make me call on someone.

Ganesh Suryawanshi 1:22:29

I can, I can take on that. Thank you. Thank you. So I think in this case it's the first thing is it's very important not to just define the problem but come up with, what are the possible solutions you could come up with. And there could be three four or five different come up with those make up pros and cons, define those, I know this is going to take some time but this is the way you can start gaining confidence, as well as convincing others, and then go with that and pick up the what is the best solution you think could be to solve this, and go to your supervisor, Then convince your supervisor in one on one, and then from that stage. If a supervisor is convinced that means then you have one step achieved, then go to the next step. And that's how then you will gain a lot of confidence, as well as you will convince others to help you achieve the, what are the right things to make that happen. Very cool.

Bevin Croft 1:23:26

Any other thoughts on that.

Tanya RedRoad 1:23:29

Show them this webinar too

Bevin Croft 1:23:32

Show them the webinar - well. So I want to add something, and that's the power of personal stories, and the power of demand of stakeholder demand. I think a lot of what we talked about and focus on and this gets back to the communication issue which sparked so much conversation in chat is a lot of this is about consciousness raising, how do we show people what's possible so that they can expect more from their systems. So if you're in a position where you're working really closely with communities. How do you raise, raise their awareness of possibilities in whatever way you can, and then get there, get them in front of leadership get their stories out there. So that's one tip for me,

Mary Lou Bourne 1:24:20

And a great tip it is Bevin. Jake any any last words on your end. Well, I

Jake Reuter 1:24:27

just think that the more folks can reach out and ask questions, or is gonna ganache that, you know, bring a situation to the table and say, what happens if or what would be the possibility of changing this or that. I think we as a department have an obligation as well, to be clear about how to provide that that comment, and we talk a lot about how do you give voice to the people that are so much at the center of all we do. But tend to maybe be hesitant about engaging out of fear or concern or feel like they won't be able to accomplish anything and so I think there's an obligation on our part to make sure it's clear how they can do that.

Mary Lou Bourne 1:25:17

Bevin Can I can I add just one little piece that every time Jake has spoken it's made me think of this and I think it's such a. It may be a good wrap up but even in the chat there's a couple places where just in incredible dedication to understanding and learning. And any time where we see a place that maybe people aren't demonstrating as much person centeredness as, as we would hope, recognizing that you meet everybody where they are and you start where people are and, you know, this is an evolution and it takes time. And that even in the quality with North Dakota demonstrates in their quality action plan that they know that they're at step one, and recognizing that talking about improvement is not saying that what we have done before was wrong or bad or not good enough. It's everything has changed our understanding and awareness has changed and now we're moving forward. And it's not a criticism of others so you know I think that it's really, that's kind of at the heart of the dignity part of Person Centered this and practicing it all the way around so. All right. All right,

Bevin Croft 1:26:33

well with that I think I'm going to wrap things up, we are very appreciative to have. Mary Lou born Jake ruder Jake Anderson Vanessa urushi. Tanya red road here. Thank you for sharing your wisdom with us. I'm just going to pull up one final set of polling questions we'd like to get your feedback on how this webinar was for you and how we can improve webinars in the future. And we too are a, an evolving

learning organization at n Cass, and we like data, so please give us some data Connor is going to pull up a poll. I once again want to thank our funders, the Administration for Community Living and the Centers for Medicare and Medicaid Services, and their support for the work that we do. And, and stay tuned, you will be added to our mailing list if you already are already, so you can hear about future webinars. We're going to be. We got lots of great topics coming up this year. So please stick around complete the polling questions and then. Have a great afternoon. Thanks to everyone. And we can leave these polling questions out so people can take their time and if folks are ready to go. We'll say goodbye.

Jake Anderson 1:27:55

Thank you guys.

Bevin Croft 1:27:57

Thank you.

Jake Anderson 1:28:00

Take care.

Mary Lou Bourne 1:28:03

Nice job Jake nice great job connection, Tanya, that was awesome, thank you so much for joining us,

Tanya RedRoad 1:28:09

very welcome. Thank you

Jake Reuter 1:28:11

guys for having me. Awesome job again thank you so much. Yeah,

Tanya RedRoad 1:28:16

everybody did so well and we're just like all winter so beautiful.

Bevin Croft 1:28:22

And it folks, we're still live on the webinar but if folks want to log off here and go to our debrief room. You'll find the link in promesa. I'll meet you all there in a few moments,

Mary Lou Bourne 1:28:35

be there in a minute.