

Irwin Siegel Agency, Inc.
Human Service Program
Risk Management Division

“Here’s What I Dream”



Supporting Those Who Support Others™

**“Here’s What
I Dream”**

Preface

This booklet presents an overview of **person-centered planning** and how providers can respond to its message. It highlights the importance of the individual's decisions and ideas, the role of his or her supportive circle of family and friends and the essential component of community involvement as the focal points of person-centered planning. Together, they form the framework of the consumer-directed service delivery system.

It offers providers the chance to explore their role in person-centered planning in the context of both opportunity and challenge. They have the opportunity to support individuals in pursuing their dreams even as they meet the challenge of protecting the people they support. These two may *seem* to be contradictory and likely to provoke greater risks, but by its very nature, person-centered planning is designed to bring opportunity and safety into closer alignment than ever before. The alliance among provider, consumer, circles of support and the community works to anticipate and address those risks and balance consumer choice with provider responsibility.

People with disabilities want greater freedom and control in their lives. Besides having an ethical obligation to help consumers achieve those goals, providers have a legal responsibility to do so. With the passing of the Americans with Disabilities Act, individuals are finding they can sue for access to services to which they believe they are entitled. A positive, proactive, interactive approach to “giving the customer what he or she wants” can avoid costly litigation, as it clears a path to more desirable services.

The Irwin Siegel Agency continues to defend the right to risk and person-centered planning. Community outreach can educate others about the values and supports provided by these practices.

People with
disabilities want
greater freedom and
control in their lives.



Followers of person-centered planning encourage listening to the individual's dream and providing the supports necessary to make it happen. The Irwin Siegel Agency can provide additional information and specific tools for person-centered planning and guidance on tailoring them to suit each individual you support.

“Through Person-Centered Planning, I was able to make my wants and needs known and I found that people listened to what I was saying. I know now that some things take time, but it is worth the fight to get what is important to you. I have never been happier than I am now living in the community. ...living in the community gives me the kind of freedom and privacy which I have never known.”

Alice Smith

From Ms. Smith's essay, 'How Positive Approaches and Person Centered Planning Helped My Dreams Come True,' which appeared in the Pennsylvania Journal on Positive Approaches, Volume 2, Number 1, 1998, published by Contract Consultants, Inc.

...Living in the
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Alice Smith



A Look at Person-Centered Approaches

The person-centered approach is intended to break through the traditional continuum of “one size fits all” services by placing preferred lifestyles and service selections within each consumer’s reach. The motivation for these changes in service delivery is a strong belief in each individual’s worth and dignity.

As such, the person-centered approach evolves from the individual’s dreams. Individuals develop their plans with assistance, as desired, from family and friends. Each plan focuses on fulfilling a person’s wishes. It relies on his or her participation and a circle of support that includes family, friends, providers, direct support professionals, acquaintances and members of the community.

Person-Centered Planning Strives To:

- Create services for individuals based on their choices, desires, interests and dreams, rather than on generic, pre-existing standards.
- Focus on each person’s desires and abilities.
- Design plans that build on each person’s capacities.
- Facilitate access to community resources (jobs, housing, education, recreation and friends).
- Coordinate services around the individual rather than around staff or program needs.

Focus on each
person’s desires
and abilities.



- Involve family, co-workers and neighbors who can teach skills, stimulate community participation and help individuals develop relationships. Specific interdisciplinary professionals need not necessarily participate in the person-centered planning format. Professional assessments or case notes need not be reviewed during the preliminary process of outlining desires. In later planning stages, however, input from discipline-specific assessments can be very helpful.
- Bring together a diverse group of people who know, value and are committed to supporting the person.
- Support the person to attain desired outcomes. This does not usually include breaking goals down into specific behavioral objectives.

There is a growing conviction, shared by many stakeholders, that a system of support that addresses personal values and preferences will lead to outcomes that are more successful. Their resolve to live self-determined lives with quality outcomes fuels the movement towards Person-Centered Planning. Advocate John O'Brien identifies the experiences that people prize most highly and lists the supports that promote them. (*List on next page.*)

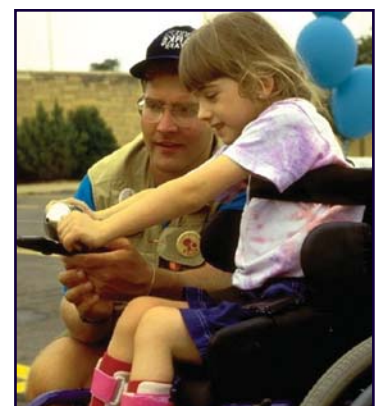
Support the person
to attain desired
outcomes.



John O’Brien’s Five Valued Experiences & Accomplishments	
<p>The 5 Valued Experiences</p> <p>1. Sharing ordinary places</p>	<p>The 5 Valued Accomplishments</p> <p>1. Supporting community presence</p> <ul style="list-style-type: none"> • What are we doing to promote opportunities to share ordinary places?
<p>2. Growing in relationships</p>	<p>2. Supporting community participation</p> <ul style="list-style-type: none"> • What are we doing that gets in the way of people forging relationships with ordinary citizens?
<p>3. Experiencing respect for who I am; having a valued social role</p>	<p>3. Supporting valued social roles</p> <ul style="list-style-type: none"> • Are we taking direction from each person? • What are we doing to help people experience many possible roles?
<p>4. Contributing (What am I here for?)</p>	<p>4. Supporting contribution</p> <ul style="list-style-type: none"> • What are we doing to help people discover what they’re good at?
<p>5. Making choices</p>	<p>5. Supporting opportunities to choose</p> <ul style="list-style-type: none"> • How are we helping people to choose wisely?

(J. O’Brien, “Self Determination” IMW&A, Columbus, Ohio)

Supporting
Contribution



Tools for Person-Centered Planning

There are now a number of person-centered planning tools available to individuals in the Human Services field.

- *PATH (Planning Alternate Tomorrows with Hope)* by Forest/Pearpoint/O'Brien

PATH is a systematic, resourceful planning tool that creates a vision and specifies actions to travel towards that desirable future.

- *MAPS (Making Action Plans)* by Forest/Pearpoint
MAPS is a powerful way to collect information and create holistic portraits of people, families or organizations. It is a process for people or organizations to share their stories and make changes that will lead to closer relationships with vulnerable persons, families or organizations.

- *Essential Lifestyle Planning* by Michael Smull
Michael Smull explains how to coordinate support using a direct, common sense approach.

- *Building Community from the Inside Out* by McKnight, et al.
This book presents the philosophy and means of gathering information about the capacities, abilities, preferences and resources of individuals and their communities. The goal is to bring people and assets together in combinations that satisfy individual preferences and community needs.

- *Personal Futures Planning* by Beth Mount through Graphic Futures
Beth Mount has written of ways to listen to hope, deepen relationships, recognize and develop preferences, explore community opportunities, develop a vision of a possible future and to consider what may need to be learned.

Facilitators are listeners who encourage brainstorming and creative planning.



The subject of a person-centered plan has the authority to choose who will facilitate the planning meeting. Facilitators are listeners who encourage brainstorming and creative planning. They can be family members, friends, professionals from service providers or independent service brokers.

* See bibliography for sources

Person-centered planning is a portal to creative listening, thinking and envisioning. It is not intended to create a new set of standard procedures, but to visualize thoughtful and exciting ideas for enhancing lifestyles.

Circles of Support

The circle of support is modeled on a group of people gathered around a person who has typically become excluded or isolated. The group focuses on creating ways for the person to participate in his/her community. The talents that this person wants to contribute to the community will determine the ways in which he or she will participate. The circle discovers the person's gifts by listening to his/her dream and personal story. Circles usually start around the needs of one individual, but the goal over time is to develop reciprocal relationships.

The individual decides who will be in his or her circle of support. He or she may choose from among family, peers, neighbors, co-workers, teachers or caregivers. This means that relationships within the circle may range from family and very close friends to casual friends and allies, or from caring acquaintances at work or school to paid service providers. The people in the circle listen to the person and help identify and support his or her dreams. They are involved in the planning steps to reach those dreams. It is likely that a greater quality of life can result from a more developed circle of support.

*The circle discovers
the person's gifts.*

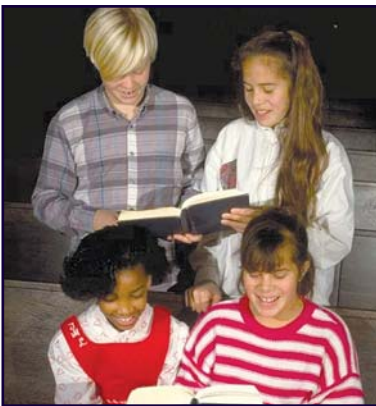


Community

A person-centered approach seeks ways to enhance each person's connection to his or her community. The Council on Quality and Leadership suggests that greater social capital will keep supported individuals safer in their communities. The goal is to forge relationships and associations that will lead to ordinary community interaction. After a person expresses his or her interests and wishes, the support circle will help the individual find corresponding community venues in which he or she can participate. For instance, if the person likes animals, perhaps he or she would be interested in and capable of doing some volunteer work at an animal shelter. Those who love music may be able to participate in the community chorus. Visiting the local grocer and picking up their favorite items may also be part of a conscious plan to build a network of contacts with the community.

Many people relate to others in the community through their participation in religious groups, civic events, fitness clubs, etc. If the individual so desires, the plan can provide assistance in friendship building. Associations at school and work also offer a lot of promise in the search for opportunities to build community.

Those who love
music may be able
to participate in
the community chorus.



Building Bridges

In his book, *Cultural Shifting*, Al Condeluci, Ph.D., gives a clear picture of the process and benefits of connecting individuals to their communities to promote lives of participation and fulfillment. He replaces the medical approach to service delivery with a community approach that incorporates these 'Four Keys to Community Bridge Building.'

- 1) **Find the passion** - Find the 'point of connection' and identify positive capacities. Find the individual's passion, strength, joy, talents, hobbies and interests. For those unsure of their passion, allow them time to explore new ideas and to try new experiences. Consider, for example, the story of a man we will call 'James.' Once encouraged to think about what he enjoyed and what he would like to do, James told us that he loved trains.

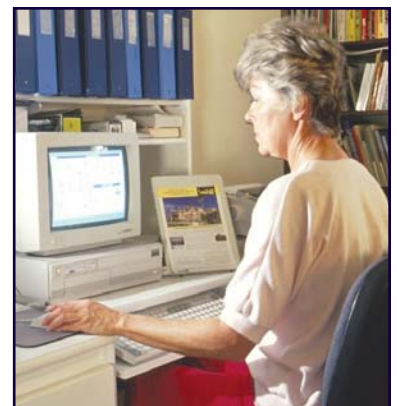
- 2) **Find the venue** - Find the setting within the community where the person will connect with others who share his or her passion. In this case, the person who supported 'James' found a local train club. If you are looking for a framework of new friends, you have a much better chance of connecting if you join with others who share your interests. People gather together to share their love of 'something.' Find the something, then find the gathering of people.

Where to Look

- Look for chat rooms on the web*
- Check community booths at fairs
- Inquire at the Chamber of Commerce

** Not all chat rooms are safe and monitoring may be needed to safeguard against fraud or other illegal actions.*

"Look for chat rooms on the web..."



3) Identify the elements of the culture - Learn about the actions of the group by reading, observing and asking others.

- Study
- Jargon
- History, stories
- Formal rituals: We always meet on Tuesday nights. When we have guest speakers, we always hold our questions and applause until they finish their talk.
- Patterns: We always go out for coffee after the formal meeting.

Once newcomers learn the elements of the culture, they will have clear expectations and things to consider before they join.

4) Enlist a Gatekeeper - New people who wish to enter an existing community have greater success when they are introduced and endorsed by a viable gatekeeper. A gatekeeper is someone in the community who has formal or informal influence within the culture. The gatekeeper's endorsement is essential and he or she must be chosen with care.

Finding a Gatekeeper

- Approach a formal or informal leader, i.e. someone who holds office in the club or organization
- Someone who has past experience with disability within the family or community
- Someone who may be sympathetic to newcomers and wants to make it easier for them to join

Enlist a gatekeeper



By participating in bridge building in the community, providers will:

- Bring an interesting, challenging and rewarding aspect to the art of direct support
- Encourage community understanding of the abilities of the people you support
- Introduce the public to the concepts of inclusion and right-to-risk in ways that are fun, positive and personal

Consumer Driven Supports

Consumers, along with their circles of support, decide how they want to live and what they want to do and learn. Their preferences guide the service contractors who meet those requirements to the greatest extent possible. In a self-determination model, and given a limited amount of funding for services, the consumer chooses where that money will be spent. They may receive assistance, as needed, from a service broker or fiscal intermediary.

A Person-Centered Approach

Many agencies find that carrying out person-centered plans is exciting but sometimes difficult to implement. Fiscal constraints, limited control of resources, individual circumstances and resistance to change are just some of the challenges. While some states encourage full person-centered planning with individual budgets, others at least support a person-centered approach, if not “pure” person-centered planning. Planners must form their strategies within the confines of funding or other resource restrictions.

The person-centered viewpoint requires a positive, realistic approach to the person’s desired goals. Reviewing what it is about the life dream that the individual finds appealing may reveal a simpler or more practical goal that is both preferred and possible. Providers need to be open to new ideas for service delivery and be willing to explore all possibilities before rejecting any with a claim of, “It won’t work.”

"Their preferences guide the service contractors..."



The New York State Office of Mental Retardation and Developmental Disabilities presented the following “Hallmarks for a Person-Centered Approach” as defined by Schwartz, Warren and Rossi:

1. The person’s activities, services and supports are based upon his or her dreams, interests, preferences, strengths and capacities.
 - The person’s dreams, interests, preferences, strengths and capacities are explicitly acknowledged and drive activities, services and supports.
 - Services and supports are individualized and do not rely solely on pre-existing models.
 - The individual’s services and supports produce the outcomes he or she has chosen as the most meaningful and functional.
 - Individuals achieve their own goals.

2. Lifestyle planning includes the individual and those most important to him or her, and they share opportunities to exercise control and make informed decisions.
 - The person and advocates participate in planning and discussions where decisions are made.
 - A diverse group of people, invited by the person, assist in planning and decision-making.

Individuals achieve
their own goals.



3. The person has meaningful choices, with decisions based on his or her experiences.
 - The person has opportunities to experience alternatives before making choices.
 - The person makes life-defining choices related to home, work and relationships.
 - Opportunities for decision-making are part of the person's every-day routine.
 - The person decides how to use his or her free time.
4. When possible, the person uses natural and community supports.
 - The support of family members, neighbors and co-workers is encouraged, with the person's consent.
 - The person makes use of typical community and generic resources whenever possible.
5. Activities, supports and services foster skills to achieve personal relationships, community inclusion, dignity and respect.
 - The person has a presence in a variety of typical community places. Segregated services and locations are minimized.
 - The person has friends and the opportunity to form other natural community relationships.
 - The person can access community-based housing and work, if desired.
 - The person has the opportunity to be a contributing member of the community.

The person can access community-based housing and work, if desired.



6. The person's opportunities and experiences are maximized and flexibility is enhanced within existing regulatory and funding constraints.
 - Funding of supports and services is responsive to personal needs and desires, not the reverse.
 - When funding constraints require supports to be prioritized or limited, the person or his/her advocates make the decisions.
 - The person has appropriate control over available economic resources.
7. Planning is collaborative, recurring and involves an ongoing commitment to the person.
 - Planning activities occur periodically and routinely. Lifestyle decisions are revisited.
 - A group of people who know, value and are committed to serving the person remains involved.
8. The person is satisfied with his or her activities, supports and services.
 - The person expresses satisfaction with his or her relationships, home and daily routine.
 - Efforts to respond to areas of dissatisfaction are effective and produce evident changes in the person's life situation.

Planning activities
occur periodically
and routinely.



A Person-Centered Agency

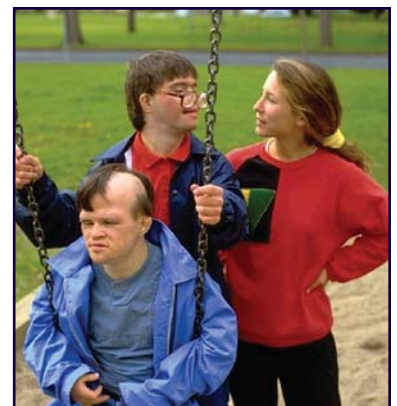
- Has a clear mission and lives it
- Listens to people
- Ensures a culture of caring
- Supports pockets of innovation
- Recognizes and rewards ‘Best Practices’
- Limits program size and hierarchy
- Trains, supports and values Direct Support Professionals
- Thinks locally, observes globally
- Develops relationships with the community through education and coordination
- Endorses efforts to give consumers greater control of fiscal supports and choice of provider

Quality Component

Providers must support individual choice and, at the same time, manage risk. An agency-wide cultural shift is needed to:

- Keep the individual’s desires first
- Provide individuals with supports they need to realize their dreams
- Arrange opportunities as gradual “stepping stones” towards the person’s goals when warranted
- Ensure safety, promote courtesy and protect individual’s rights
- Establish a Safety Committee of self-advocates, family, direct service professionals, service coordinators and executive support staff
- Have a legal consultant create a service agreement that describes the responsibilities of service providers and other entities. Take care in forming “hold harmless” clauses, particularly as they relate to service brokers and fiscal intermediaries.

Keep the individual's
desires first



Informed Choice

Because personal preference rather than provider direction drives the person-centered approach, each consumer's ability to make informed choices becomes his or her key to making safe choices. The success of an Individual Risk Management Program (IRMP) depends on how well its users understand and balance the elements of informed choice. The following elements form the pillars of informed choice:

- **Knowledge** - Options/Experience/Preference: Does the individual have the experience and knowledge (s)he needs to make an informed decision?
- **Benefits/Risks** - Degree of Harm, Acceptance of Responsibility: Does the individual understand that he or she may be exposed to risks while participating in normal activities? Is the individual willing and able to accept responsibility for those risks?
- **Volunteerism** - Ability to Say No/Free Choice: Can the individual express his or her choices?
- **Values** - Individual: Do decisions reflect the individual's values, or someone else's?

Individual Risk Management Process - IRMP

Maintain observation to ensure the individual's safety and satisfaction.



Providers need to assess a person's ability to give informed consent, and document informed choices made. Choices related to sexual activity and behavior interventions as well as other plans of care should not be overlooked.

- **Identification** - Know what activities the individual would like to undertake and the risks associated with each one. Determine his or her knowledge of both the activity and the risks.
- **Assessment** - Evaluate the choices. Consider the consequences of choices before taking action. Involve the individual in the process. Determine the level of monitoring or support needed.
- **Implementation** - Select the 'best' choice. Make a plan and implement it.
- **Monitor** - Maintain observation to ensure the individual's safety and satisfaction.

Service Contracts

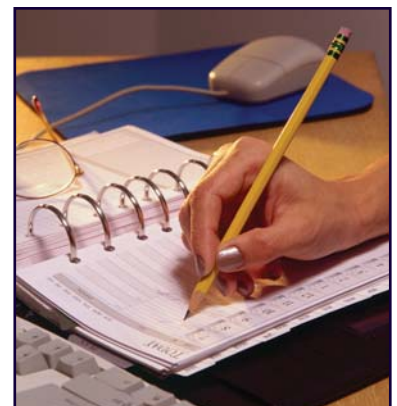
Service contracts that specify provider and consumer responsibilities are strong risk management tools. A primary service provider should consider documenting:

- A list of supports needed to live the lifestyle desired and those that the provider will supply or coordinate.
- How opportunities for choice will be provided.
- Provision of any necessary support and training to help the person indicate his or her preferences.
- Assistance offered to the person or the person's guardian, if any, to improve their understanding of any known or possible risks or negative consequences of choices the person might make.
- Your assessment of the person's ability to make an informed choice and a description of the imminent, significant danger to the person's health, safety or welfare that led you to limit a preferred lifestyle.

Providers Should Also Document

- The person's experience in making decisions and his or her ability to learn from the natural negative consequences of poor decisions.
- The long and short-term consequences that the individual might experience as a result of a poor decision.
- The possible long and short-term effects on the person if the provider limits or prohibits him or her from making a choice.
- The safeguards available to protect the person's safety and rights in the context of choices.
- Where individualized plans are required, note who is responsible for the development of each plan. The person, a guardian, a member of the person's support network, an independent service broker or a provider is the designated plan coordinator and is noted as such in the plan. The provider should review the agreement with the individual, the individual's circle of support and the service broker on a regular basis and revise it as needed. Individual plans must evolve to keep pace with changes in lifestyles preferred, goals attained, skills acquired or a need to amend any service that is not productive.

Service contracts that specify provider and consumer responsibilities are strong risk management tools.



Regulatory Compliance

With increasing frequency, regulatory bodies are requiring person-centered approaches. Most states support personal plans that require consultation with the person, his or her legal guardian, if any, and other individuals from the person's support network. It is highly recommended that you be familiar with your state's regulations.

The process for planning and implementing person-centered support is clear. The provider must prepare a written person-centered support plan for each person served. It should outline the person's preferred lifestyle, including where and with whom the person wants to live, work, socialize and the other activities in which he or she wants to participate.

Conclusion

The trend toward consumer-driven support services asks providers to consider how to best use their resources to supply individualized services that will support each person's goals and aspirations. As we learn to listen and act on each individual's desires and ambitions, the services we provide are becoming more consumer-driven. We can support each person who requests our assistance in achieving his or her dreams and aspirations.

With increasing frequency, regulatory bodies are requiring person-centered approaches.



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About the Irwin Siegel Agency (ISA)

ISA is a leading insurance and risk management organization within the Human Service field, insuring service providers in 48 states. Our insurance programs offer comprehensive coverage for organizations in the Addiction Treatment, Community/Social Service, Developmental Disabilities, Medical/Physical Rehabilitation and Mental Health Care fields. ISA's Claims Division is staffed by adjusters who are trained in the unique coverages and nuances associated with the human service field.

The Siegel Agency shows its support for these fields through active involvement with provider, state and national associations such as AAMR, ANCOR, UCP and the National Safety Council.

In addition to this booklet, ISA's extensive Risk Management Resources include the Focus on Quality Outcomes booklet, an Individual Risk Preparedness Assessment Program, the Direct Support Workforce booklet and an online Passenger Assistance, Safety and Securement training program to help providers and those they support to implement person-centered approaches to service delivery. Resources are available in a variety of formats including books, videos and online trainings.

Please tour ISA's website at www.siegelagency.com to learn more about their distinctive insurance programs and risk management resources. Visitors will find industry briefs and links to numerous state and federal agencies and support organizations. Visitors will also find a convenient portal to the Quality Mall, which is devoted to disbursing information about person-centered supports for people with disabilities.

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agency inc.

insurance & risk management
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po box 309, rock hill, ny 12775 / ph: 800.622.8272 / fax: 845.796.3400
e-mail: siegel@siegelagency.com / www.siegelagency.com