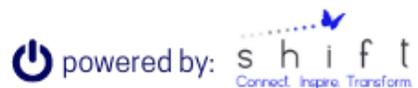




TECHNOLOGY FIRST

Leadership Series



Leadership Series 2022—Session 4: *Culture and Competency: How to Incentivize and Promote Technology First from within the Organization*
June 16th, 2022

PANELISTS

- **DW: Dustin Wright, Founder and CEO- *Disability Cocoon***
- **E: Emily Danciu-Grosso, Marketing and Sales Coordinator- *Simply Home***
- **M: Mike Strouse, President and CEO- *GoodLife Innovations, Inc.***
- **J: John Dickerson, Founder and CEO- *Quillo***
- **DC: Donald Clark, Program Development Specialist- *DDS of Washington DC***
- **S: Syard Evans Ph.D., CEO- *Arkansas Support Network***
- **K: Sponsor: Kerri Pinger, Marketing and Communications Manager- *CreateAbility Concepts, Inc.***

SESSION TRANSCRIPT

E: Welcome and thank you to our sponsor CreateAbility! CreateAbility's mission is to build technology that makes independence possible for people with intellectual and developmental disabilities, traumatic brain injuries, and the population of aging who are wanting to keep their independence as long as possible. So now I'm going to have Carrie Pinger, marketing and communications manager at CreateAbility, say a few words about the company.

C: Hi! Welcome, everybody. I just wanted to let you know that we do more than a handful of solutions. We have to keep this under 5 min today. So what I'm gonna do is just show you each of our solutions, and I am going to show you both perspectives from the user end to care providers and give you just a couple of many benefits of each, and then direct you with the QR code. So if something peaks your interest, you can just put up your phone if you have your phone ready, snap a shot of the QR code, and go get more information. So here we go. Thanks, Emily. Thank you for having us today. We're glad to be here. I've been in business for over 20 years and I want to tell you a little bit about how we do things differently. People find our solutions very affordable and it's because the majority of them have been funded by government agencies listed there on your screen. What that does for you, and how that benefits you guys, is that that expensive coding and development is taken care of by these agencies, and we pass on that to you. That saves our tech so our technologies can be purchased cafeteria style. So you don't have to have these huge monster solutions. You can actually purchase some cafeteria style, or in a suite, whichever you prefer. A lot of people prefer cafeteria style because it can get them up and running paves away for easier implementation adoption, and you get a faster return on your investment. So the first thing we're gonna start with is what makes sense? That is, floors, which is our person centered care plan app, was based on the belief that if person centered care plans are both fun and engaging and focused on the person, it will increase the efficacy of the actual plan itself. So there's a little view of both the

user end and the provider end. For the user it's really a fun interface. It's like a talking picture vision board that they can actually carry around in their pocket. It helps them stay on their goals and keep their goals from the forefront of their mind. Stay motivated and encouraged, achieve their goals. Show them their progress and what needs to be done. And most importantly, it really conveys key elements of who they are, what they like and what works best, and how to work best with them. For the the dashboard for the care provider, basically, it is equipped to support that of the way to manage the individuals plan remotely and in real time, and it simplifies the process of establishing those long-term goals as it breaks them up into smaller sink goals and it measures the progress along the way. I think they've got it so next is employment Pathfinder. And again, there's those 2 perspectives for you: this is our pre employment support. So basically what it is is mobile assessments that really survey their job readiness, career interest and their job skills. It is so easy to download that even people are doing it. You send them a code, and they just download it to their devices, and they can take it on their own in their own time. It's written in plain language. For the job seekers with IDDS, you can have it text to speech and they don't have to do it all. At one time they can stop and save their progress and go back, and in the end the benefit for the job, coach or provider. It provides an action and report that gives gap analysis. It's a really really thorough gap analysis which really searches the basis for job coaching strategies, training up opportunities and managing the expectation of your job. Me Minor is actually CreateAbility's flagship solution. It has been around the longest. It is our task prompting and instruction for all of the people you serve daily to do both at home and at work. We have 2 different versions for the user- it's exactly the same interface, so they can't tell the difference for the job provider or who is in charge. A job coach and a care provider have 2 totally different needs so that the only thing that's different between our work and home version is obviously the dashboard with those 2 different distinctly different names. I'll just tell you what Me Minor really does. Well, it simplifies task analysis. You can save so much

time. We have libraries, and 250 pre-created tasks that you can pull from. You can custom create your own tasks for the people you serve, and you can also share tasks for your provider agency with other agencies. If you do manage many homes, you can go ahead and put a set of tasks in there, and then share them with everyone that works on your team. Also there is a study, a niceler study about minor success in the job setting. Okay, evaluate. So basically, what a bandwidth is it's a web based avatar led set of assessments and interventions on the health and well-being of all of the people that you serve. So basically, what you can do is you can look here to the right, and these are all the types of standardized assessments we have available. You see, we also have assessments on measuring client satisfaction with phone community relationships, employment and care providers. In addition, we have a lot of providers right now that are using the platform and creating their own surveys, so we can do that as well. What it does is it allows check-ins at a higher frequency and face to face visits. The data feedback helps providers and warns of emergencies before they happen. So it kind of moves providers from reactive management to proactive management. And we have found that with the use of avatars you really get higher data integrity, because people are not nervous to answer those. They don't have any expectations. They can answer avatars freely and confidently, without any worries. And then basically what it does, too, is if they take an assessment and a score indicates the need like, let's say anger, you can tell what the score signifies and that they are going to need some help. If it's bad enough, it will send them into an intervention that will talk them through mindfulness and calm them down as it alerts the staff that use it. So that's how you ward off those emergencies and as you can see there, you can get the explainer video with that QR code for evaluation. Finally, this is On Tracker. This is our app that is a behavioral support. On Tracker is a user-friendly app that helps them define and convey their emotions. So the staff can effectively assess their needs and identify the best way to work with them. So basically, what this does is it helps them with emotional and behavioral self regulation skills training. But it was based on The skill system by Dr.

Julie Brown this is CreateAbility's newest app and we've already got it used in separate places. So I know this was so fast. And this touched on basically this much of all of our solutions. But if you have any questions or would like to hear more feel free to email me. If you'd like to see anything, also I made a pdf of this presentation. If you'd like to dive in a little bit deeper, if you let me know, I can send that to you as well. Thank you so much for having us today. I'm gonna stick with you guys for a while.

E: Thank you. With that, we'll go ahead and turn it over to your facilitator for the day, which is Justin Wright. Thank you so much. Yes, and that was very impressive. You have a lot of wonderful solutions. And to put that all into 5 min. is awesome. So thank you for doing that. Now, for the main attraction, and the part that everyone has joined us, for I'm gonna turn it over to Dustin Wright with Disability Cocoon. He will be our facilitator for this discussion today.

DW: Right. Hello, everyone, I hope everybody's doing good. I'm here in West Lafayette Indiana. It is extremely hot today, so I'm hoping everybody's staying cool and I know it's pretty much hot everywhere across the country right now. So stay cool. Excited to talk about culture and competency. So before we all jump in and start implementing one or many of the solutions that CreateAbility was just talking about, or any of the multiple solutions that are out there, it's probably a good thing for us to kind of know the cultural set that we're going to need and some of the competencies that we're going to need prior to jumping in and doing some of these solutions. So that's kind of what today's session is about. You can notice the chat- we do encourage interaction in the chat. So as we were getting people loaded in here, if you could state the city and state that you're attending from. I'm guessing we've got a lot of the US represented here. If you want to go ahead and throw that in the chat that would be awesome to kind of see where your colleagues are joining from. And with that I'm gonna let the panelists kind of introduce themselves.

And I'm just gonna go in the order that I'm seeing them on the screen here. So, Donald, we'll start with you.

DC: Good afternoon everyone. I'm really excited to be here and share some great information today, and also learn something from you as well, I'm Donald Clark. I'm the program development specialist here at DC Department of Disability services under the unit for innovation and policy, and also tasks with implementation of tech first initiative here in the district.

DW: And John.

J: Hello, I'm John Dickerson from Indianapolis. Next year will mark my, it's hard to believe, my fifth decade in the field. I started off the arc in 1973, and launched in 2017 Quillo, which is designed to provide a new technology of engaging staff and families and individuals with disabilities. And so glad to be here.

DW: Yeah, thanks, John.

S: I'm Syard Evans. I'm the CEO at Arkansas support network, and we are a statewide home and community-based service provider in Arkansas.

DW: Mike, we'll let you go ahead and introduce yourself.

M: I am technologically challenged today. I'm Mike Strauss. I am the CEO of GoodLife Innovations. I'm also a faculty at the University of Kansas in the department of Applied Behavioral science and I have been in GoodLife for 37 years, and the University of Kansas for a little longer than that and we work in Kansas providing in services, across the country, helping other providers implement basically labor capacity solution service models. And the technology island technology.

DW: Thanks, Mike. Well, as you guys can see, we've got a pretty great panel here. Lots of experience, and this was the session where we just knew exactly who we wanted to be speaking on culture, because it's one of those soft things right and the soft things are sometimes the hardest things as we are working on this. So I'm gonna ask the first question: how do you know what types of culture are needed within an organization, within a team, within a person prior to starting a tech initiative?

Panelist: I'll jump right in. One thing, for sure I think that is very important is the value of dignity of risk. Understanding that, I think, is the gateway to being willing to explore tech and really implementing tech first. So I think that's really one and you know sometimes we get caught up on compliance is key. But that stands in the rough way of people actually exploring new opportunities. So I truly believe that's one of the biggest principles I can add in. I really believe in a client, you know, sort of a culture of continuous improvement, you know. It's that thing that drives an agency forward all the time. It was there in great agencies before the technology came to be, and it'll be there, you know, all through it. That culture of improvement in your agency you know has strategic planning, change management, and has all kinds of principles built into it, but it's always forward moving, and it's focused on some specific goals and the goals, too, in my opinion, predated technology. It's inclusion and independence. Self-direction, safety, all of those principles that existed before technology are still the ones who are advancing. We just now have a tool to do it, but the process is very much one of no I just being open to. How can you move the bar and then immerse yourself in ways to do that?

DC: I'll jump in so I think those things are really important, and from a disability service perspective we have to have a culture that's really grounded in progressive services, and really pointed in you know the direction of human rights and dignity, of risk and protection of all of those things. But sometimes, I think, in order to get there you have to facilitate to a small degree, or maybe in our case, a large degree, a

rebellious culture, you've got to be able to really anchor yourselves in the values that are important to you as an organization and as an entity. Whatever you are and you've got to be willing to push back against the walls around you in order to make a way. So somebody can get funding for an iPad, but in order to make a way so someone can be centered as the expert of their own lives and really recognized and acknowledged for the assets and the skills and the abilities that they have, and that's heavy work you don't even have to add the gadgets into it. That is a challenge in the systems that we operate in that while we claim to be removed from, we are still very much anchored in a medical model of service delivery. But what we're doing is not a medical service by any means and so we have a lot of regulatory pressure. We have a lot of funding pressure. We have a lot of risk liability pressure around us that you have to be confident enough in the direction that you're going to have that rebellion as a part of your culture and you also have to as a leader. You really have to facilitate change as a part of your culture which human beings don't like. In general, you've got to make sure that you've got folks on board that are willing to pick up and move with you whenever you need to pick up a move. And you know everybody's not comfortable doing that. And so if you don't lay those groundwork pieces, the gadgets and the gizmos will only facilitate some of the problematic natures of our service system, they're not going to get you to the promised land that all of us want to go to. John before you jump in, I love the term rebellious culture that is spot on. So sorry, John. Go ahead.

J: Enjoyed listening to the other panelists here. I'm gonna take it a step backward first, and that is as a leader, I think you first have to understand what your culture is, what is it that exists, and that's different from what you think. It is what your staff think it is, and the simplest way is I ask leaders a lot of time to say, How much do you? How much time of day do you spend working on the culture of your organization? And the first answer is always not enough and then they'll say, maybe 30 min a week or an hour a week, and I suggest to

them that every minute of every day you're building your culture, good or bad, by how you treat your staff, how you communicate and how you interact with people. A good question to ask yourself, then, is, if that's our starting point, then where is it we want to be? A delightful young trainer named Jason Freeman of South Dakota shared with me, as a young man Jason had cerebral palsy, and we were talking about charting the life course and building a culture around person centeredness, and he said, Who is it? In an agency, we're asking these staff to take on all these new things, and do all these rebel things to change how we do services and build a good life for individuals with disabilities. But who in that organization is helping the staff live their dreams and build their good life? It's just this interesting shift in the question I said that's a really great question. So, as we think about our culture, and how we believe where we want to be, I would say we start with a look in the mirror first of where we're at, and a real hard honest look of where we're at because we had worked with an agency about 700 States in Los Angeles area, and they said they were so presented. They were concerned about their staff, and they had 8 new tech solutions they introduced in one year, and people revolted. They had a rebellion all right, but everybody kept going in with a new shiny object. So we think about this culture as yours. It's the team you've got, how do you build on where you're at. Not in one fell swoop, and I love the ideas that people have said, as they've been looking at that. Dustin, you know you'd think after you've done this, so many times you get it.

DW:But so how do you, John? you were talking about, you know, on really understanding your organization, culture. How can people really understand that? How do you know what are some of the things that they can be doing to really put their finger on the pulse of that within an organization?

J: You know. I think it's listening to people that I would really kick this one back to say a little bit in knowing her organization and what she does with nearly 800 people. It's not one thing you're gonna do, it's

gonna be constantly working to stay in touch and listening to people, And just as we say, we want to be person centered with the folks we serve. How are we more person centered with our staff and the people that you're gonna want to adopt these things? And I've been so much watching what asn does where they have 800 people scattered across the great State of Arkansas, looking at how they keep pushing this out and stretching the limits, but listening and creating that space to listen to people

DW: Syard, why don't you jump in on that one? I think it's a great great question for you.

S: You are a kind man, John Dickerson. And I'm always happy to jump in. So I spend a lot of time, and have for the good part of my adult life, thinking about power and centering power. This is a commercial for the National Leadership Consortium Bulletin, but I just wrote a piece in the last edition of the Bulletin about power, and I talk a lot about centering the humans and human services. I think a lot of us come into leadership roles, and whether we want to or not, we kind of embrace the fact that "it's my job to influence culture in some way." And then we really kind of take some superficial steps to do that right where we pretend to listen, maybe, or we offer some opportunities to listen, and we don't necessarily actually listen, or we listen right? We invest in that work. But then we don't do anything with it right? And so one of the things that we started doing at asn, probably about 6 or 8 years ago that was really spurred by another commercial was our initiation of accreditation with CQL was to look at our organization. What we were doing, how we were doing it, and how far that was from what we wanted to do and what we intended to do. And we really got deep into the exploration of not disability rights and not best practices or provider regulations, but really just disability justice and looking at systems of oppression. Looking at the work that we needed to do to point towards justice. And what we really realized was that you know we were the traditional provider that had leadership from folks like me that have alphabet soup after their name for miles and

miles of miles. That our leadership was void of people with disabilities. Our leadership was void of you know really powerful voices for DSPs and the folks that did the heavy lifting for us. And so it's not just about listening, it's about creating spaces for the difficult conversations going out and seeking them. If you're listening, and you're not hearing those difficult conversations, then people are giving you superficial answers. And so we've invested a lot in creating space to hear people's truth and their reality, to own it, and to come to the work in it. I do a lot of work around you know, talking about DEI and initiatives, and you always hear people that have kind of diversity equity and inclusion initiatives and leadership, and they tell KPIs and and those KPIs are usually about kind of being counting performance and I always push back and say to that if you don't have complaints. If you're not measuring the number of complaints and you're not concerned when you don't have enough complaints, then you're really not engaging in meaningful change in your culture, your culture has to be open to embracing the way we mess things up and and really committing to correcting those things. Otherwise, you're just engaged in some window dressing right. You're trying to make it look pretty, but you're not making that meaningful change. And you know somebody on here is like I tuned in to talk about technology, why is she rambling on about justice and DEI stuff? If you do not have a culture of inclusion within your organization, the technology initiatives that you jump off into will become monitoring and surveillance. And they would also become hindrances to the people that do this work for you. Like John pointed out right, they will become flashy things that you chase. If you really do not have a culture of inclusion within your organization, technology will hinder you more than it will help anybody. Going back to it's just a tool unless you get that groundwork set, It's gonna be the tools will exacerbate the same problems.

DW: So what are some of the other principles and practices that we threw out a lot of you know, kind of cultural things, dignity of risk, constant improvement, progressive services being rebellious, acting

with conference, understanding your organizational culture. What are some of the things, principles, and practices that you guys have seen work to address those kinds of cultural competency?

M: I'm all good to jump in on that one. You know, I think the thing that is important is immersion. You know, being an in text technology solutions, I mean, let's kind of look back at the pandemic and recognize that everybody became experts in technology throughout the pandemic. And the reason we did it was because everybody had used it and to become comfortable with it, you know, as a country most people have Alexa or Google home. So, and to some people, it may be irritating. Other people, it is kind of a family member. You know that we're fine about, you know, included in our life on how we wake up and how we order things into call it didn't exist before the pandemic function and became you know a nationally important homes, deliveries, all kinds of technologies came to the forefront because put in a situation where we had to use it. And one of the challenging things is just making people comfortable with technology. And that includes, you know, trying to put some platforms in place, making them simple and getting practice at it, and and and that practice sometimes means that you have to not do things. What was once the old easy way, and try some new ways. So that you do. I'll give an example. You know there's a form called The Work for Workforce by Facebook, And you know, as we become so inclusive and so distributed across small, smaller, and smaller settings and in the community everybody knows how to use Facebook you know everybody else knows how to use certain things. And you gotta leverage that in ways you know, workplace allowed people, you know all the DSPs are everybody who's working. The individual people who post you know things about what they're doing internally, just to the company, and so that you can share those things. And really you know how you stay up and with people and communicate with people in real time about the real happenings, and and in a reinforcing and fun way. It's those kinds of experiences. I think that the pandemic pushes fault and there's never many blessings from the pandemic.

But if there is one you know, working virtually all these kinds of things, you know we're all sitting here at a meeting having a conversation, and that would not happen, you know, even 3 years ago. It wouldn't have happened I mean, how many conferences have been in place between the first, the pandemic in the end. We have great friends, but sometimes we'll connect from our offices on the virtual meeting to be more in the same office, because we have all of our stuff in this handy and I'm coming to you from Savannah, Georgia, on a on a vacation that I am taking time off from from this to to engage in It's just great, you know. It gets things out of your life, or but burdensome, and lets you spend time in ways you want. If you can master that and immerse yourself in it, in the pandemic, the question is, how can you do that in your own company? How can you create these opportunities for immersion, and really practice it, and get people comfortable with it? And in the process, you know I love what John said. Basically, you're just getting people to be used to it and speak with each other and have conversations with each other in any way. It's not one way either, it's 2 way, and those 2 way things can, you know, start off other conversations that they occur in person. There are long conversations that probably should have happened a long time ago and so those kinds of things are important, and we can immerse ourselves in technology to do that in order to leverage technology, adoption or as a culture.

DC: Just wanted to add in there and it's kind of combining you know what I've heard from fellow panelists, and it's funny. One of my notes was that one of the best practices for me was doing current state assessment. What is the landscape? And also knowing our history? How do we even get there in our current state? Right? So if we came out of a lawsuit, and for over 15 to 20 years, most of the order of business by us was compliance, then taking on tech First, how are we going to be open to that? We have muscle memory of sheer compliance driven operations and so I felt it was very important to really assess our parent state and do that in a way where my colleagues don't even know what's happening. Right. So if it's me

going unit by unit and you know, discussing tech first in safe places, intimate settings where they can feel comfortable to freely speak or even set the stage if they don't feel comfortable there to receive the information. And I've experienced it- they find me and have those one on one conversations, and I kind of get where it may be in a setting where they're not gonna be forthcoming with the "what if" concerns. This is how we do business. It's really helped me pinpoint pain points for combating perspectives against the kind of the tech first spirit and being able to say, okay, this is somewhere where there's a lot of gatekeeping where they feel that their jobs are. We approve services. Not that you know we are exploring services and support for social, some type of social purpose for the people we support. I think that's important too, as far as best practices. Are we attaching Tech first to a social purpose versus a purpose of saving funds? Or something of that nature really making it real impactful to the people we support.

J: Donald, that's a really great point, just had a real world conversation this morning that just touched on something you said and some say it said, about taking risks and looking at where the problems are working with one of our clients today and they just got some money. They put a chromebook in every waiver home and an ipad, for people with disabilities in there, and they're trying to catch the religion. And we were talking to him, I said, well, now, when you send them out emails or text messages to their devices, how are they responding? And they said, oh, no we don't let them put email on these. We don't trust them. We don't want them reading their emails on these devices. And I said they've got all these other stuff they put on there and yet you don't trust them to put email on and when you want to communicate with them. So when we talk about culture then again here's a culture. We don't trust our staff to be doing their emails or getting on Facebook or something else. So we're gonna limit their technology access to only things we want them to do. Of course he wants them to answer their cell phone when they call them to work another shift or find out what's wrong with Brian. So this is that interesting culture about trust. Do you build that trust versus Oh, how

do we? How do we really make this part of this culture of inclusion for everyone? So I think I got them convinced that they're gonna let people put the put outlook on their email for these devices so that you know they're gonna take a small risk on that. So they need to- they're at a good place for a nice power evaluation. That's exactly because that power up I can control what you can do with this tech you do what I want you to do, not what you need to do. So, Donald, you said something that really kinda struck a chord with me, creating new mess, not new muscle memory.

DC: Right.

DW: We have our old muscle memory of, as you said, crowding out, crossing our teas, dotting our Is, regulatory clients up. How do you guys recommend that organizations, teams, people create this new muscle memory to create sustainability of culture within the concept of creating tech first culture?

DC: You know, I think it goes back to John's point of listening and defining. First and foremost, we need to know where we want to go, and how we want to get there, and then we also need to engage in collaborative efforts to get there. I think so many of us in leadership positions take on change and cultural influence from the perspective of it's it's my job to impart this on the organization or the group or whatever and we've really got to get to a place where the people that are making decisions about the directions that we're going, and the habits that we're establishing are not the people on this panel right? We don't need to be the one, yeah, it needs to be the folks that are going to be implementing these changes that we want at level.

DW: Donald said about the real if you're not invested in conversations that include the real from your DSPs from your case managers or care, those people that are out there in interfacing with folks lies every day whatever you're doing is at best gonna be neutral and at

worst it's gonna it's gonna work against you. Because, you know, in order to create new muscle memory you have to see a different perspective, and you have to be able to understand the perspectives of the people that are most impacted by the changes that you're making. And that's often the exact opposite of the way we approach the major systems change we think about. You know that traditional hierarchy, and we think about those people at the top and all of their expertise. And you know they make decisions, and then we try to get everybody else on board. John, your example is a perfect example of that right where they're catching the religion we're gonna invest in all this stuff. But we are going to to, you know, marginalize the people that we want to use this technology every day, and that's that's never going to get us there creating that those new habits that new muscle memory has to start with the people that are most impacted which, you know, that's the number 2 principle of disability justice, 10 principles of disability justice it's a good rule of thumb for us to take in every aspect of the work that we do. So what do you guys, what are some things that you wouldn't suggest that people invest in, and I think we're not talking about financial investment? Yes, but time, investment, etc., and maybe we've already kind of hit on some of these things. But what are some things that providers could invest in as they begin to make this cultural shift?

M: I think as leaders we all have to. If we pick an area we want to develop, we want to pick it. Pick a topic or a tool or a tech that you want to do that. You as leaders have to really dive in and experience it yourself and say, I'm participating in this i'm gonna spend 15 min or 30 min a week, whatever it is to really get to know it, and then share that with your staff of what what you're doing a number of innovations where people can see who's using it. And if they see the CEO, the program director, the folks doing it that they're in there playing with it and saying, Hey, this is a really cool feature, I just saw this. Did you realize what we could do with this? And what do you think about it? How is this working for you? How are you? How do you see this making people's lives better? It's not just that buying decision that

you're gonna provide these people. But you're gonna use it yourself. as well, to experience what you're asking other people to do. So my one suggestion for leaders is you dive in and use it, play with it, get familiar with it, and then talk to others about it and share that energy around. This is really making people's lives better and at the end of the day, I think the people that are providing support to individuals, are individuals themselves. They wanna hear what works for Bob. How did this make his life better? Not that it was all about compliance because most every DSP that I've talked to, they're what they remember about onboarding is how not to get fired, how to bill, and how to do basic CPR you know those are the things they remember. So that's that muscle memory that Donald was talking about. So as we say, we talked about building new muscle memories. You gotta build that muscle memory by exercise over a long period of time, and it's maybe that feature a day for the next. However long did you really begin to experience it, and to build that energy out as a leader? One DSP said to me, I hate whenever my CEO goes to a conference, cause they come back with the next new idea, and we shell the last old idea, which is maybe only 6 months old. And now we have the new idea so we'll wait for 6 months, and there'll be another one, so don't pay attention to this. That's not what you want to exhibit as a leader either. So that would be my practice. Your mental memory gets involved, whatever the text solution you want is and really experience it for yourself. I'm gonna quickly mention a couple things, one is if you learn of agencies that have really moved the bar, you know this is a time to invest in looking at new programs at things that you don't digitally try to find people who do things. You know, I always love to try to find people who do things well and look at it. And i'm gonna say a little outside the boxing. And that is, you know, technology didn't come to our industry first, it came to other industries first, and much deeper and quite frankly, a lot better. And so you know, look out. Look at how other entities, you know, have embraced and use technology to advance the bar, you know, if we read and look at video blogs, you know, try to share these things among among the leadership. But you know sometimes it's helpful to immerse yourself in ideas that aren't

even in our industry just to understand. You know how things really can work. Our industry is slow to adopt because there's a lot of regulatory framework, and people's lives are involved. It's just as you know who thought you know Uber would be where it is. You know, 5-6 years ago, who would have thought that? But you know those success stories, you know I always give the example of Blockbuster and Netflix, you know. The reality is the one thing to remember is you know just slap technology onto a traditional business plan. It doesn't work. Yeah, this technology allows you to change how you deliver services. It can change your program design if that wasn't true. Then, you know, Blockbuster would just have technology, and somehow became that flexible, and it didn't, you know it had a whole different way of to learn, support, as did some of the other tech giants. So looking at how other people do this, visiting agencies that have moved the bar forward, and last I'm going to say, have very specific goals in mind. I always say you know it's me, I'm a behavioral analyst by train. So always talk about goals, and you know maybe too much. But the reality is, you know, our goals have not changed. We hope to get better at them, we know if you're in a group home, you know look at places that are in, small you know, inclusive settings, and how they use technology. And those settings, it's a very different problem, you know, group homes and congregate setting was created, you know, to avert the need for a lot of things that we have to have in order to deliver care and when you have more care you know there's all kinds of technology, ideas start to come to life. You know, Staff are working alone now. More and more, you know. You need to be able to support, not just the persons that we serve, but also the staff that make it possible. So all of those support technologies are different now, and we have to try to emerge ourselves in that as much as we can.

DW: So what is, How do we? I mean These are all amazing ideas, And I love that blockbusters netflix example that you've given Mike, and I actually wrote it down from a previous presentation you did. I love that example. How do we know what success really looks like? What does success look like when we're talking about tech and this culture

change that needs to occur to facilitate wider adoption? What does that success look like for us, or an organization?

S: I think that I think that you have to define that for yourself right like there are, you know there are other folks that will define your success for you. But as you're really establishing that culture and your clearly anchoring yourselves to your values and your vision, the definition of success comes with that you know for some providers it's gonna be just as simple as we reduce our overtime cost by 15%. Right we're 6% right we're successful you know for us that that's insufficient. We're not quite meeting everything that we wanna be able to meet. It's about where your priorities are And you know, along the lines of really thinking about that important aspect of leadership and cultural development you know one of the most important things I think I can offer to my organization and my state around these conversations is to be able to envision what's possible. And I think that you know to Mike's point there are so many people that kind of get stuck. Donald's point as well kind of gets stuck in that compliance and regulatory aspect of providing services. And where you know nobody ever says to you hey, it's your business to go learn from other industries and other opportunities, and it's your job really to go imagine what could be possible here. We operate in a vacuum that doesn't move very well and doesn't move very quickly, and so I think, being able to own the responsibility as a leader that it's it's my job to be in everybody's business and learn about what's happening other places and learn about what's possible, and then to really be able to articulate that vision, not just to the folks that our organization but we've spent tons of time we've spent about 6 years, really pushing the State and driving the State and creating halfways for for technology as a support solution. Here or support tool here and so when you start to look at the success of that culture, you know we've we've got some billing codes in our latest waiver amendment that's that's success but that's that's just one piece of it now we've got to shift our focus to how do we use these new support services in these new resources to really empower people to live the most meaningful lives that they possibly

can live and that's a success measure so I think every step along the way. It's not just about, you know, defining success but you really have to have your success metrics in line with the different steps of the process.

Panelist: Really, really great answer, Syard, you know if I think that starting any journey without understanding what success is, is really dangerous because you know the the the old saying, If you don't start off your travel with knowing where you're going, you're obviously going to find some place new, you know, but it may not be where you want it to go. So the other side of that is figuring out what your success is measured by, and then celebrating it. You know one of the things I find so interesting dealing with agencies across the country. Alas! The leadership team. Give me 5 of your biggest successes coming out of the last 6 months of the pandemic and I'll be met usually with silence. And I say, Okay, tell me your 5 biggest problems coming out of the pandemic. Everybody can rattle off- we don't study our successes and there's a whole theory of approaching inquiry of really looking at why things work and celebrating. We're so good at solving problems. So answering your question Dustin, you've got to find that for yourself, and then communicate that out to people that that's the why and how do you measure that and then celebrate those successes that build this. To keep challenging myself. The next thing that we want to accomplish everybody likes to celebrate. I mean that's yeah and you're right. We don't do that nearly enough. Everybody's saying a lot of different viewpoints and a lot of similar things. I love the discussion of you have to know where you start, you have to know where you're going. You have to be sort of free to make forward steps you know and that's really hard in our industry, because you know you don't start at the destination. I mean, if you look at what perfection is with technology, we're all alone with a fraction of it, and you can't get to perfection without stepping in that journey and taking some risks and moving forward. I know that there's a lot of issues around that but you know nobody started with perfection overnight. The truth is you know I without being repetitive, I just really believe

what you know what John and Syard have indicated where you really have to say here's the metrics that we're going to evaluate ourselves, on and truth is, most of them really existed before technology really did we're trying people to get more independent. What self direction we want independence. We want the lease and true, some potentially effective, you know. care, approach. We want all of the things that we've always wanted. Now, technology is here. We need to embrace it on how to make self-direction easier. How do you get support at the moment of need, where you need it? So you can be in small groups and be inclusive. So you know, success isn't using technology and finding yourself in congregate care is finding yourself in the community with technology. So it, you know we can't lose sight that our job is to adopt technology. Our job is to achieve those goals and if you're not using technology, you're not going to do it very well in the future and I think that's kind of the point I want to make.

DW: We have a few more minutes here. Do any of you have a specific zoom success with culture change that you wanted to share with the group real quick?

M: Oh, no, it's the little things from me like seeing people take initiative, especially from a state agency perspective. Right. Take initiative. Engage me, make me curious about, you know, hey I have a person supporting on my caseload you know we've been having added at this outcome for outs next amount of years, and you know I heard something I saw something from you and I think it's about time when you turn to potentially. How can tech play a role in that? And those types of things. I really like seeing those things again. That type of engagement on their own. You know. effort from those key roles to service coordinators. The performance. Anything of that nature really speaks to me, and I know that we're reaching people. Look for all the barriers out there that have prevented people from moving towards independence. I mean, we have an individual whose family, and themselves were so afraid of stranger danger, you know, and really wanted, you know, technology was able to help them feel comfortable

with that. And they were no longer in a larger home, and were able to live, you know, with one room in an inclusive setting. You know the successes are how do people feel better about living? You know a rich community life and what are the barriers to keep them from doing that? Is it transportation? Is it you know being able to self-direct help whenever they need it and feel like It's gonna work getting information that they need when they don't understand what to do about something you know all it's primarily it's an intermittent thing that mess up everybody's life, you know you're sitting there doing 95% of the work pretty well, whether you're a staff or you're a person with intellectual disabilities. Then that thing comes on that you don't know how to do that. You need help but you don't need somebody sitting around waiting for you to tell you that you need the ability to self-direct and get help when you need it, and bring information to you when you get it. So I think of success stories, or how can you? How can you make the people feel comfortable, and more independent and safer? And just when you have those stories, you know, grab them and repeat them.

DW: Panelists, thank you very much. Attendees- don't leave yet. We have a couple more things that we want to do in some breakout rooms. We will turn it back over to Emily. Thank you.

E: Thank you very much, Dustin, and thank you to our panelists for that discussion. So I'm just gonna share a few reminders and then, as always, we're gonna break out into our smaller groups, so you'll have the opportunity with our panelists to really engage in some more intimate conversation around this topic and to kind of talk through maybe some challenges or successes you've had with the culture within your organization and this technology first integration. So just a few reminders. We will be sending out an email after this with a 3 question survey. Your feedback is very important to us, so please fill that out. Also we'll be announcing some amazon gift card winners. In that email, be on the lookout for that email. And then, when we break out into our small groups, I invite you to change back to gallery view.

Also, if you're comfortable to unmute yourself and share your video, that will just really help to really engage deeper into this important conversation. So without further ado I think Natalie I've covered the announcements. If so, we can break into groups and then the other thing I'll say is, if you can stay with us till 1:30, we will come back together and share some of those key points or key takeaways from our breakout group before kind of finalizing and kind of getting on with our days. So once again, thank you, and right now you'll get a note to join a breakout group with one of our panelists.

E: Welcome back everyone, I think we're slowly coming back from our breakout rooms. Hopefully we didn't cut anybody off mid sentence. So if there were some kind of key, takeaways from your breakout group, or some things that you'd like to share, we, as the whole group would love to kind of get some of that input or feedback, so feel free to unmute yourself, or maybe drop some of those kind of key takeaways into the channel.

DC: Just really I think I can wrap it up that you know, never underestimate the power of the advocate. Whether that's the advocate from the perspective of a loved one, caregiver or actual person with a disability and how that really is this with pushing the culture forward or making that shift to the culture

E: Yes, thank you, Donald. Any other things to share from our small group discussion?

Speaker: I would like to share. We had a great discussion about people being in different places, and really starting where you are, and recognizing that for some folks that is as well at the point of adding on tech champions, and and and driving those initiatives, and for other folks that's really just being at a place where we're evaluating what we could do, and how we do that in a very traditional sense. And there's a lot of discomfort around it and and really, you know, I brainstormed ways to address that comfort level. Is important

as we, as we look at moving these things forward, and one of the the suggestions that came up in conversation was really looking at not just reevaluating the people that we support from a different lens, but really reevaluating the ways we evaluate people looking at, making sure that we are the diving into understanding people and their capacity and their abilities. Not just the well documented limitations that they have.

Speaker: We had some great feedback in ours as well. One individual who was an administrator and because of the work shortage they're having to work, you know, in the homes during this, and how that, you know, has actually connected them a little bit to you know how services are delivered, and you know we we talked to also about about the virtual supports and how now, you know in person supports has you know had has a little bit of doing for because people are trying to get their shifts done, and they're trying to get their activities done. We're virtual support. You can't do it because you have to teach you. You have to coach, and you have to help people who are more independent. And so you know, there's going to be a lot of blessings that come out of all of this and one of it is kind of re-energizing the teaching component of of of care which I think you know it can be regulated out of here a little bit because of all things, and you know teaching us is a law start in many ways. I'd love to see more of that coaching life, coaching things, and because when here, when you can't do it for somebody you have to be able to describe it, and help them, and do it in a way that's what we used to do a lot.

Speaker: We had some really great conversations, some good questions. So one about how do we? How do we reach conservators or guardians for folks who made themselves be 70 or 80 years old? And technology is a very scary word with the internet and identity theft and all kinds of things. Really good discussion. One of the last ones at the end is very concrete step that Corey shared, and that was, it would really help in many times if there was greater communication with the support Coordinator service coordinators from the State or

the MCO bought into this so they're supporting it and understanding it so that and it at best they're supporting that move. But at worst they're not affecting you know they're not fighting against it, and telling people, oh, you don't want to do this so this idea of how do we make this an embracing piece? And I recommended your room. Put it in the Chat there's a wonderful book called Crossing the Chasm about how you infuse new technology in any organization and that everybody comes at it from a different perspective because of their personality, whether an innovator or a late adopter? Everybody's looking for different answers with technology. But a great group, and my, the group to give me great hope for the future. These people are all doing it. I mean they're all across the country, they're doing it and they're figuring it out. They're not trying, they're doing it.

E: Yes, thank you for that. Alright. Are there any other final shares before we wrap up for today? Well, thank you again so much to our panelists and to our facilitator Dustin. Just as a reminder, you will be getting that email with a survey, the transcript, and also the winners of those gift cards will be in that email. So please check it out. And just lastly we'll have our fifth technology leadership series on Thursday, July 21, same place, same time, and the topic next month is all on board. So how to receive external buy-in from your most important stakeholders, consumers, and their families. So I think a lot of the takeaway points really bring front and center the importance, of course, of the self Advocate and their families is number one. I believe that that topic will really kind of dive deeper into that. So thank you again, and wishing everybody a happy and awesome rest of your week. So take care and we'll see you next time thank you