Practical Uses of QIAT – Session 3 –

State, Regional and Local Programs Using QIAT to Improve and Sustain AT Service Delivery

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Quality Indicators for
Assistive Technology
Services

Today, we will be…

- ▶ Focusing on Leadership in AT - at all educational levels
- ▶ Building a vision of change in systems that will benefit students and educators
- ▶ Using the Quality Indicators for Assistive Technology to identify strengths and areas that need improvement
- ▶ Identifying strategies that would assist your team in moving towards developing sustainable change

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Poll Questions

- Did you participate in webinar 1?
  (Practical Uses of QIAT: AT Service Improvement through Collaboration with Families & Advocates)
- Did you participate in webinar 2?
  (Practical Uses of QIAT: School districts using QIAT to improve assistive technology services)
- Did you participate in both webinars?
- Were you unable to attend either webinar?

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Poll Questions

- Role in AT (check all that apply)
  - Parent/family member/consumer
  - AT specialist
  - Special education teacher
  - Related service provider
  - Administrator
  - Consultant
  - Other

What is your definition of "leadership"?

Leadership Definition

"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."

Peter Northouse, *Leadership Theory and Practice*.

Functions of Management and Leadership

Management	Leadership
Planning and budgeting • Establish agendas • Set timetables • Allocate resources	Establish direction • Create a vision • Clarify big picture • Set strategies
Organizing and staffing • Provide structure • Make job placements • Establish rules and procedures	Aligning people • Communicate goals • Seek commitment • Build teams and coalitions
Controlling and problem solving • Develop incentives • Generate creative solutions • Take corrective action	Motivating and inspiring • Inspire and energize • Empower others (including subordinates) • Satisfy unmet needs

Adapted from Northouse

Typical Role of a Manager

- Role assigned by administration
- Responsible for
  - Budget
  - Staffing assignments
  - Resource allocation
- May or may not prioritize AT in their work plan

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An AT Leader

- Develops due to special interest in AT
- Evolves from different professional backgrounds such as AT team members, classroom teachers, related service providers
- Can be based at the building, district or regional levels
- Often added on top of other duties
- May or may not be supported by administration or as part of a change initiative in AT

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What Is Needed from an AT Leader?

- Has specific knowledge of federal and state law related to AT
- Has knowledge and skills related to AT services and devices AND the educational environment
- Has skills to support systems change and sustainable implementation
  - Facilitation and Collaboration
  - Professional Development
  - Adult Learning

Assigned vs. Emergent

Assigned

▶ Appointed to a position based on organizational structure
  ◦ Principal
  ◦ Supervisor
  ◦ Director of Special Education
  ◦ Coordinator of Related Services
  ◦ AT Team Leader

Emergent

▶ Emerges over a period of time through communication.
▶ Viewed by others as most influential member
  ◦ AT team leader
  ◦ Shared team leadership

Emergent Leadership Advantages

- Establishes and maintains boots on the ground shared vision
- Facilitates others to reach common goals and shared objectives
- Recognized by peers for knowledge and skills
- Viewed by others as most influential

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Emergent Leadership Challenges

- May lack recognition and support of agency management
- May not align with agency vision or supports
- Will not be a part of a systemic change strategy without support from management
- Difficult to create a long term change

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Administrative Support of Emergent Leadership

- Assign a meaningful FTE to the work
- Include a written job description
- Invest in ongoing professional development to build skills
- Support with coaching/mentoring
- Recognize the new role with peers
- Provide opportunity for feedback and self-reflection

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A New Model

Sustained Leadership

- Endorsed position by an administrator
  - AT Team Leader
- Viewed by others as most influential
- Acts as a manager and an AT leader

- Has developed skills and strategies to support systems change
- Knows AT, educational, and change systems
- Can lead from the top down and bottom up

Sustained Leadership has components of assigned and emergent leadership.

Using QIAT To Improve Practice

Using QIAT to Assess AT Service Delivery

Using QIAT helps support a change process and can clarify the foundational role that leaders play in
- setting a vision,
- developing a plan,
- engaging others, and
- implementing the innovation to reach desired outcomes.

POLL

Each of these are a yes/no question

- Are you familiar with QIAT?
- Are you a member of QIAT listserve?
- Do you use the QIAT website?
- Do you use the QIAT book- Quality Indicators for Assistive Technology?
- Do you use the indicators in your work?
- Do you use the matrices in your work?

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Purposes of QIAT

- Guide improvement of AT services to increase the educational participation and results of students
- Improve quality of services
- Increase consistency of services
- Support implementation IDEA and other legal mandates

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Eight QIAT Indicator Areas

- Consideration
- Assessment
- AT in the IEP
- Implementation

- Evaluation of Effectiveness
- Transition
- Administrative Support
- Professional Development

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Assumptions for ALL Areas

- Require on-going collaborative work
- Respect ethical practices
- Are legally correct and aligned
- Are applicable regardless of the model of service delivery
- Are applicable to other service plans and programs

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Using the QIAT Matrices for Self-Evaluation

Using QIAT for Self-Evaluation

Matrices can be utilized by collaborative groups at team, campus, district, regional, state levels to:

- Assess current practice
- Develop improvement plans for change
- Determine progress
- Measure improvement

Exploring the QIAT Matrices

- Matrix for each indicator area

- Based on Innovation Configuration Model (ICM) - like a rubric

- Based on a scale from 1 to 5 ranging from Unacceptable Practice to Best Practice

Example of Using the Matrices

1. **The education agency has <u>guidelines for documenting</u> AT needs in the IEP and requires their consistent application.**

1	2	3	4	5
The agency does not have guidelines for documenting AT in the IEP.	The agency has guidelines for documenting AT in the IEP but team members are not aware of them.	The agency has guidelines for documenting AT in the IEP and members of some teams are aware of them.	The agency has guidelines for documenting AT in the IEP and members of most teams are aware of them.	The agency has guidelines for documenting AT in the IEP and members of all teams are aware of them.

Impact on One AT Team:

- District AT team formed and used QIAT Matrices to evaluate practice.
- Team determined documenting AT in the IEP was a significant need.
- They presented findings to school administrator, who gave approval to develop guidelines for the school and implement professional development.
- Team met regularly to develop guidelines.
- After 4 months, they had completed guidelines and had them approved by administrator.

- They provided both school wide professional development on the guidelines and follow-up coaching to individual teams.
- They sent regular reminders about the guidelines to the district e-news.
- After a year, they again evaluated practice using the indicators.
- Their practice had changed from a 1 to a 3.
- The team, with the support of their administrator, will continue professional development and coaching.

More Information about Sustainable Leadership

- Texas Assistive Technology Network, Leadership Module, Making Quality Assistive Technology Services Sustainable.

- http://www.texasat.net/training-modules/leadership-module

QIAT Resources

- QIAT Website (http://www.qiat.org)
- QIAT Indicators, Intent Statements and Matrices
- Planning forms and supplementary documents
- QIAT List
- *Quality Indicators for Assistive Technology: A Comprehensive Guide to Assistive Technology Services,* available from CAST Publishing castpublishing.org/
- QIAT Leadership Team can be reached at QIATLEADERSHIP@gmail.com

Questions?

Perspective is what allows us to step back
and see the entire forest
instead of just the same old tree
we keep running into again and again.

Bill Crawford