

MassAbility

IMPLEMENTATION PLAN for the 2024 - 2029 Strategic Plan

November 2024

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This plan was completed in partnership with the [National Association of State Head Injury Administrators](#) (NASHIA). [NASHIA](#) empowers state governments and their partners to enhance collaboration and strengthen capabilities to address the needs of individuals with brain injuries and their support systems.

Established in 1956, MassAbility empowers people with disabilities to live life on their own terms. Its programs and services expand possibilities in careers and training, home and community life, and legal rights and benefits. MassAbility meets people with disabilities where they are, literally and metaphorically. Programs focus on career services, home and community life, and benefits and rights. Together, MassAbility and its partners are change agents and community builders. The people served are at the heart of all programs and services.

By working together to break down barriers and make a better State possible for people with disabilities—one that is truly equitable, accessible, and inclusive – the Commonwealth is open to all, where everyone can seize their true potential and contribute fully to our communities and the world.

Background & Information

The Brain Injury Council provides a voice for survivors of brain injury, family members, and community partners to ensure policies and initiatives reflect the needs of the diverse brain injury population in the Commonwealth. The Council aims to review, reflect, and advise on the needs and desires of brain injury survivors and caregivers. In 2023, the Brain Injury Council released a strategic plan that continues to serve as a foundation to guide the

1 in 67, the estimated number of individuals with brain injury in Massachusetts, per the Needs Assessment completed in 2017

Commonwealth to improve services, supports, and systems for people who are living with brain injuries. See **Appendix A** for the 2024 - 2029 Strategic Plan. In developing the strategic plan, the Brain Injury Council created four subcommittees: (1) Behavioral health; (2) Diversity, Equity, and Inclusion; (3) Education; and (4) Service Needs. The subcommittees identified priorities for each of these areas and drafted goals and strategies that are reflected in the strategic plan.

Throughout 2024, MassAbility worked to create this implementation plan, identifying activities for the identified goals and strategies for the next 5 years.

Implementation Plan:

The strategic plan outlines the overall goals and strategies for the State to improve services, supports, and systems for those living with brain injuries. In late 2023 and early 2024, the aforementioned sub-committees met to brainstorm and identify activities that could achieve the goals outlined in the strategic plan. The notes from those meetings were used to inform this implementation plan, which outlines how to operationalize and achieve those goals.

This plan is meant to be used as a guide for MassAbility and its partners over the next five years. The plan will

be reviewed annually to determine what adjustments need to be made based on the ever-changing environment in which we live.

The focus areas, goals, and strategies in this document reflect those that are outlined in the Strategic Plan. They also include activities, outputs and outcomes, and resources needed for each strategy over each year. The feasibility of implementing the various strategies was a strong discussion point throughout the development of the implementation plan. MassAbility strived to be both ambitious and realistic. Thus, not everything is implemented in Year 1. The implementation plan reflects a staggered approach to ensure that the activities can be successfully achieved.

The snapshot on page 17 reflects all of the expected activities by year. The section following the snapshot reflects the format used in the strategic plan.

Timing:

The implementation plan reflects a 5-year period, defined as follows:

- Year 1: Fiscal Year 2025
(July 2024 - June 2025)
- Year 2: Fiscal Year 2026
(July 2025 - June 2026)
- Year 3: Fiscal Year 2027
(July 2026 - June 2027)
- Year 4: Fiscal Year 2028
(July 2027 - June 2028)
- Year 5: Fiscal Year 2029
(July 2028 - June 2029)

Partners:

This Implementation Plan will be executed in partnership and collaboration with the following organizations:

- **MassAbility** empowers people with disabilities to live life on their own terms. Its programs and services expand possibilities in careers and training, home and community life, and legal rights and benefits – including disability determination for federal programs.
- The **Brain Injury Association of Massachusetts (BIA-MA)** helps brain injury survivors, family members, caregivers, and professionals. BIA-MA has become a national leader in assuring that persons with brain injury and their families have increased access to services.
- The **Brain Injury Council** was established in 2021, consisting of individuals with lived experience of brain injury, family members, and a wide variety of community partners including state agencies, community-based providers, and advocates. The Council ensures the voices of individuals with lived experiences of disabilities are front and center in the design, development, and delivery of services and supports.

FOCUS: EDUCATION

Goal 1 for Education: Educate the public about risk factors, prevention, long-term effects of brain injuries, and available services and supports.

STRATEGY:

Identify engaged community members (Champions) to assist with public messaging.

ACTIVITIES:

Year 1:

- Launching in Year 2

Year 2:

- Identify existing programs to determine how they could be better coordinated and how communication can be improved to distinguish the different organizations providing various supports. This information will also be used to determine what gaps in messaging Community Champions can assist in addressing. Enhance – if needed – some of those existing programs to provide guidance on messaging related to risk factors, prevention, and the long-term effects of brain injuries.¹
- Develop the criteria to identify Community Champions and draft expectations to further define their roles and responsibilities.

Year 3:

- Recruit for and select Community Champions, focusing on recruiting from communities that are at-risk for brain injury or from historically underserved populations.

¹This activity is contingent on the identification of gaps that can be addressed through existing programs. If existing programs cannot address those gaps, a new initiative may be explored.

²"Regions" as referenced throughout this implementation plan are defined as West, Central, Southeast/Cape & Islands, North and Boston Metro Area.

Year 4:

- Host an annual awareness session to empower Community Champions that is inclusive of training and learning opportunities to support their efforts in sharing available services and supports.

Year 5:

- Continue to host an annual awareness session to empower Community Champions that is inclusive of training and learning opportunities to support their efforts in sharing available services and supports.
- Conduct a review of the Community Champions program and determine what enhancements or adjustments need to be made to strengthen the messaging and communications, if any.

Responsible Partner: MassAbility - Office of Learning & Community Engagement (with support from the Brain Injury Council)

Anticipated Outputs for FY 2025 - FY 2029:

- Support and empower a minimum of 2 Community Champions per region²



STRATEGY:

Develop a public service campaign about brain injuries, services, and supports.

Year 1:

- Identify and create a list of agencies to whom to disseminate educational materials.
- Identify and create a list of partners and stakeholders to whom to disseminate electronic materials.
- Identify and create a list of community events to attend throughout the year, and develop a schedule for attendance.

Year 2:

- Draft and finalize the content for materials that will be electronically disseminated to agencies and partners. Draft social media content that can be shared with agencies, partners, and stakeholders to copy and paste on their own platforms.

- Attend 2-3 community-based events to share information about brain injuries, services, and supports.
- Draft and provide talking points to MassAbility leadership and spokespersons that summarizes the information included in the final materials for easy integration into public remarks made throughout the year.

Year 3:

- Continue to disseminate electronic materials to agencies, partners, and stakeholders. Budget permitting, print and disseminate those same materials.
- Attend an additional 2-3 community-based events to share information about brain injuries, services, and supports.

Year 4:

- Continue to disseminate electronic materials to agencies, partners, and stakeholders. Budget permitting, print and disseminate those same materials.
- Attend an additional 2-3 community-based events to share information about brain injuries, services, and supports.

Year 5:

- Update the materials as needed and appropriate.
- Continue to disseminate electronic materials to new and different agencies, partners, and stakeholders. Budget permitting, print and disseminate those same materials.
- Attend an additional 2-3 community-based events to share information about brain injuries, services, and supports.

Responsible Partner:
BIA - MA

Anticipated Outputs for FY 2025 - FY 2029:

- 600 agencies receive brain injury education materials directly from MassAbility and BIA-MA outreach activities over the 5 year period³
- Increase MassAbility's participation in Community-based events by 2-3 additional events per year

MassAbility is working with the Department of Mental Health to ensure that brain injury is a part of the Crisis Intervention Team curriculum for Law enforcement throughout the state.

Goal 2 for Education: Develop brain injury education and training materials for professionals and providers. Training material will be inclusive of different experiences in the brain injury community.

STRATEGY:

Collaborate with brain injury specialists and other community members to improve person-centered training materials.

- ✓ A person-centered training is available on MassAchieve (a learning and professional development platform) for all MassAbility staff. The training will be promoted by MassAbility on an annual basis, potentially including to other state agencies.

Goal 3 for Education: Educate individuals, families, and caregivers about brain injury resources.

STRATEGY:

Partner with the healthcare community to distribute information about brain injury resources.

Year 1:

- Identify and create a list of healthcare partners to whom to disseminate resources, focusing on those partners located in historically underserved areas or populations.

³This output is also combined with the output for the strategy, "Partner with the healthcare community to distribute information about brain injury resources.

Year 2:

- Draft and finalize the content that can be disseminated to healthcare partners. Draft the social media content that can be copied and pasted on their own platforms.
- Draft and provide talking points to MassAbility leadership and spokespersons that summarizes the information included in the final materials for easy integration into public remarks made throughout the year.

Year 3:

- Electronically disseminate the finalized content to healthcare partners, continuing to focus on those partners located in historically underserved areas or populations.
- Explore opportunities to incentivize healthcare partners to further engage with MassAbility and its partners, such as presenting an award to an active partner at an annual event for a healthcare institution or association.

Year 4:

- Electronically disseminate the finalized content to new and additional healthcare partners. Budget permitting, print and disseminate those same materials.
- Identify additional opportunities to engage with the healthcare community.

Year 5:

- Electronically disseminate the finalized content to new and additional healthcare partners. Budget permitting, print and disseminate those same materials.
- Identify and take advantage of additional opportunities to engage with the healthcare community.

BIA-MA offers a Neuro-Resource Facilitation Program that provides support to individuals who need additional assistance in navigating and applying for services and support related to their brain injury.

Responsible Partner:

BIA - MA (with support from MassAbility)

Anticipated Outputs for FY 2025 - FY 2029:

- 600 agencies receive brain injury education materials directly from MassAbility and BIA-MA outreach activities over the 5 year period⁴
- # of printed materials distributed to healthcare agencies

**STRATEGY:**

Raise awareness and increase utilization and contact with the State brain injury resources, services, and supports.

Year 1:

- ✓ Deliver a provider-facing training that reviews MassAbility's programs and the components that make a program successful, as well as promotes the brain injury community centers.
- Continue to identify and create a list of events currently taking place that (1) MassAbility currently participates and should continue to participate in; and (2) provides additional opportunities to engage with MassAbility's target audience.

Year 2:

- Continue to attend in-person and virtual events as identified in Year 1, and participate by speaking, sharing materials during or after the event, hosting an information table, etc.
- Develop a plan to host a creative annual virtual event and send "save the date" notices.
- Draft and provide talking points to MassAbility leadership and spokespersons that summarizes the virtual annual event for easy integration into public remarks made throughout the year.

Year 3:

- Host the creative annual virtual event to raise awareness of State brain injury resources, services, and supports.
- Continue to attend in-person and virtual events as identified in Year 1, and participate

⁴ This output is also combined with the output for the strategy, "Develop a public service campaign about brain injuries, services, and supports."

by speaking, sharing materials during or after the event, hosting an information table, etc.

Year 4:

- Host the creative annual virtual event to raise awareness of State brain injury resources, services, and supports.
- Continue to attend in-person and virtual events as identified in Year 1, and participate by speaking, sharing materials during or after the event, hosting an information table, etc.

Year 5:

- Host the creative annual virtual event to raise awareness of State brain injury resources, services, and supports.
- Continue to attend in-person and virtual events as identified in Year 1, and participate by speaking, sharing materials during or after the event, hosting an information table, etc.

Responsible Partners: MassAbility - Office of Learning & Community Engagement and SHIP, Waiver (with support from BIA-MA)

Anticipated Outputs for FY 2025 - FY 2029:

- Annually host an event targeting individuals, families and caregivers to raise awareness of brain injury resources, services and events
- 4% annual increase in inquires about brain injury services

FOCUS: RESOURCE FACILITATION

Goal 1 for Resource Facilitation:
Expand awareness of brain injury resources and services.

STRATEGY:

Educate the human services workforce about brain injury, screening, and accommodations.

Year 1:

- Formalize and refine the existing plan to train the human services workforce by: (1) identifying all of the planned trainings for the year (i.e., days, times, locations, etc.) and posting those opportunities online, in newsletters, and other resources; and (2) select 3 key human workforce development groups and promoting the training information to them.
- Develop a simple pre- and post-survey to measure the increase in awareness of brain injury resources and services for people participating in the training.

Year 2:

- Continue to train the human services workforce by marketing the opportunities and providing training to at least 3 different groups that focus or primarily work with underserved populations or in underserved areas in the Commonwealth.
- Begin to disseminate the pre- and post-survey to the human services workforce training participants.

Year 3:

- Identify sustainable mechanisms for ongoing brain injury education and training (e.g., leveraging the learning management system, utilizing a train-the-trainer model, etc.).

- Continue to introduce and embed brain injury education and training into existing initiatives (e.g., the onboarding of new employees, trainings for other agency partners, etc.).
- Continue disseminating the pre- and post-survey to all participants in the human services workforce training.

Year 4:

- Continue to introduce and embed brain injury education and training into existing initiatives (e.g., the onboarding of new employees, trainings for other agency partners, etc.).
- Continue disseminating the pre- and post-survey to all participants in the human services workforce training.

Year 5:

- Continue to introduce and embed brain injury education and training into existing initiatives (e.g., the onboarding of new employees, trainings for other agency partners, etc.).
- Continue disseminating the pre- and post-survey to all participants in the human services workforce training.

Responsible Partners: MassAbility - Office of Learning & Community Engagement (with support from BIA - MA)

Anticipated Outputs for FY 2025 - FY 2029:

- Minimum of 8 sessions/year to expose human service professionals to brain injury information
- Minimum 800 professionals who attend the brain injury trainings/learning opportunities annually⁵
- 30% response rate on pre and post surveys

Anticipated Outcomes to be tracked by FY 2029:

- % of trained participants who complete the pre-and post surveys demonstrate an increased knowledge in brain injury, screening, and accommodations

⁵This output is also combined with the output for the strategy, "Raise awareness within the healthcare community of brain injury risk factors and resources."

STRATEGY:

Raise awareness within the healthcare community of brain injury risk factors and resources. Resources include state-funded specialized services, BIA-MA and other community-based programs.

Year 1:

- Develop, revise, and enhance the Acquired Brain Injury (ABI) training for MassAbility's vendors of brain injury services.

Year 2:

- Schedule, market, and deliver training opportunities to vendors of brain injury services, as well as healthcare partners, continuously circulating resources materials or guides. Focus initially on healthcare partners located in historically underserved areas or populations. Draft the social media content that can be copied and pasted on various platforms.
- Draft and provide talking points to MassAbility leadership and spokespersons that summarizes the training opportunities for easy integration into public remarks made throughout the year.

Year 3:

- Continue to schedule, market, and deliver training opportunities to vendors of brain injury services, as well as healthcare partners, continuously circulating resources materials or guides.

Year 4:

- Continue to schedule, market, and deliver training opportunities to vendors of brain injury services, as well as healthcare partners, continuously circulating resources materials or guides.

Year 5:

- Continue to schedule, market, and deliver training opportunities to vendors of brain injury services, as well as healthcare partners, continuously circulating resources materials or guides.

Responsible Partner: BIA - MA (with support from MassAbility - Office of Learning & Community Engagement, SHIP)

Anticipated Outputs for FY 2025 - FY 2029:

- Minimum 800 professionals who attend the brain injury trainings/learning opportunities annually⁶

MassAbility Connect collects referral information in one place and helps the agency identify all MassAbility programs and services for which people might be eligible. As the demand for services grows and case managers' client loads increase, MassAbility is alerted to the need to hire additional team members.

Goal 2 for Resource Facilitation:
Enhance a system of community supports for individuals living with brain injuries.

STRATEGY:

Develop an active network to share information about brain injury services and supports.

Year 1: Launching in Year 3

Year 2: Launching in Year 3

Year 3:

- Begin to draft a plan – inclusive of suggested messaging and activities – for Community Champions to engage with various audiences, such as community-based professionals, school-based settings, leaders, advocates, etc.

Year 4:

- Complete and execute the plan for Community Champions to engage with various audiences, especially focusing on communities located in historically underserved areas or populations.

Year 5:

- Continue to support Community Champions as they engage with various audiences.

⁶This output is also combined with the output for the strategy, "Educate the human services workforce about brain injury, screening, and accommodations."

Responsible Partner: MassAbility - Office of Learning & Community Engagement (with support from BIA - MA)

Anticipated Outputs for FY 2025 - FY 2029:

- Each Champion identifies a regularly scheduled committee/group OR participates in 3-4 community-based events annually in their region

The Peer-to-Peer Support System connects people who have a longer history of association with the brain injury community with newer individuals in the community. These peers will serve as mentors to help navigate the systems and resources available in the brain injury community.

STRATEGY:

Enhance the peer support system to include brain injury mentors.

Year 1:

- Identify existing resources, as well as existing support groups, and survey people's experiences and insights on those various initiatives. Use the information gathered to identify gaps to inform how a peer support system could be most beneficial to people who have a brain injury.
- Examine other similar models across the U.S., inclusive of best practices and costs.

Year 2:

- Begin to develop a plan to establish a formal peer-to-peer support system, based on the gaps identified in Year One.

Year 3:

- Complete the plan to establish a formal peer-to-peer support system.
- Review current partnerships and other programs that MassAbility is supporting to explore existing funding options.
- Explore other state funding structures for similar programs, and identify other potential funding sources to sustain the

peer-to-peer support system. Establish a plan to pursue those opportunities.

Year 4:

- Implement the plan to establish a formal peer-to-peer support system. *This is contingent on funding being secured to launch the peer-to-peer support system.*
- Secure the funding to sustain the peer-to-peer support system.
- Draft a survey to implement after the peer-to-peer system is launched to measure the satisfaction of its participants.

Year 5:

- Continue to implement the peer-to-peer support system.
- Implement the satisfaction survey.

Responsible Partners: BIA-MA (with support from MassAbility - Office of Learning & Community Engagement)

Anticipated Outputs for FY 2025 - FY 2029:

- 10 total participants in peer support program (as peers and participants)

Anticipated Outcomes to be tracked by FY 2029:

- Over 50% of total participants express a satisfactory experience with the program
- At least 30% of participants respond to the satisfaction survey

Resources Needed:

- Support from MassAbility Office of Fiscal Management and Budgeting to revise existing contracts as needed

STRATEGY:

Inform relevant state and advocacy partners about the need for accessible transportation in underserved communities.

Year 1:

- Identify the current initiatives (e.g., Independent Living Centers) and resources available for people with brain injuries to

engage with the transportation community. Determine what gaps and/or barriers currently exist and explore how to enhance the existing initiatives to better inform the transportation community.

- Review and – if necessary – enhance community guides that include transportation resources.

Year 2:

- Identify the different opportunities for partners and individuals to get involved in advocating for accessible transportation for people who have a brain injury.
- Offer educational talking points to support partners and individuals who want to communicate and interact with the transportation industry.
- Empower and support individuals who want to participate in advocating for transportation needs by sharing various opportunities that are available for them to do so.

Year 3:

- Support or initiate the matching of individuals who have a brain injury with existing workgroups and committees in the transportation industry in launching the application process, if appropriate.
- Provide supportive activities to assist additional individuals to join workgroups and committees in or associated with the transportation industry.

Year 4:

- Continue to provide supportive activities to assist and empower additional individuals to join workgroups and committees in or associated with the transportation industry.

Year 5:

- Continue to support activities and empower individuals

Responsible Partner: BIA - MA

Anticipated Outputs for FY 2025 - FY 2029:

- Ongoing annual increase in the # of times the transportation community guide is clicked and downloaded after is it shared or disseminated
- 11 opportunities identified for people to get involved in advocating for access to transportation
- Minimum of 1 person per Transportation Authority region (approximately 10) engaged by participating in ongoing meetings OR attending at least two regionally hosted events by the transit authority
- # of people engaged in advocacy or policy education (e.g., letter submissions, advocacy in meetings, etc.)

Resources Needed:

- Staffing resources and technology to maintain a current list of resources

FOCUS: DATA COLLECTION

Goal 1 for Data Collection:
Identify gaps in services for those affected by brain injury.

STRATEGY FOR GOAL 1:

Explore best practices to connect people to brain injury services and supports.

- ✓ MassAbility continues to identify and disseminate best practices for facilitating brain injury related services and supports. Documents such as [instructions for administering brain injury screenings](#) and an [accommodations booklet](#) have been shared broadly. These tools provide customized guidance on how to assist with screening and maximize accommodation strategies for individuals across settings and populations.



STRATEGY FOR GOAL 1:

Continuously assess the availability of services to identify opportunities to better meet the needs of those with brain injury and/or cognitive impairments.⁷

Year 1: Launching in Year 3

Year 2: Launching in Year 3

Year 3:

- Assess the progress made in implementing the Strategic Plan and determine if course corrections or changes are needed.
- Review the available data (including but not limited to the informal survey

conducted annually, the consumer survey, and data collected by the Brain Injury Association, information garnered from the new case management system, etc.) to inform the successes and challenges within the brain injury system.

- Add a specific question on the MassAbility Satisfaction Survey about areas of need, service gaps, and recommendations of future services.

Year 4:

- Continue the assessment of progress made in implementing the strategic plan and determine if course corrections or changes are needed.
- Continue to review the available data (including but not limited to the informal survey conducted annually, the consumer survey, and data collected by the Brain Injury Association, information garnered from the new case management system, etc.) to inform the successes and challenges within the brain injury system.
- Begin to explore whether a new or refreshed needs assessment is necessary.

Needs Assessments can be critical in identifying gaps in services and informing the development of programs. The most recent Needs Assessment in 2017 resulted in the opening of five Brain Injury Community Centers.

Year 5:

- Continue the assessment of progress made in implementing the strategic plan and determine if course corrections or changes are needed.
- Continue to review the available data (including but not limited to the informal survey conducted annually, the consumer survey, and data collected by the Brain Injury Association, information garnered from the new case management system, etc.) to inform the successes and challenges within the brain injury system.
- Make a determination on whether a new or refreshed needs assessment is necessary and, if so, develop a plan to launch and complete it.

⁷Note that this is a slight revision of the strategy in the strategic plan stated as, "Collect feedback on available service system to ensure services meet the needs of those with brain injury and/or cognitive impairments.

Responsible Partners: MassAbility - Office of Learning & Community Engagement (with support from BIA - MA)

Anticipated Outputs for FY 2025 - FY 2029:

- Collect data from at least 500 people from the brain injury community, inclusive of SHIP recipients, BIA-MA Support group attendees, providers, and others in the brain injury community on areas of need, service gaps and recommendations of future services
- Collect data from the Department of Analytics and Quality Assurance two times per year to share with the Brain Injury Council

Resources Needed if a Needs Assessment is completed:

- Funding for a third party vendor to conduct the research and assessment of the brain injury services and supports throughout the State
- Establish a Brain Injury Commission to oversee and support the Needs Assessment

Goal 2 for Data Collection:
Develop an effective brain injury screening framework to use in several health and human service settings.

STRATEGIES FOR GOAL 2:

Identity and embed brain injury screening in varied agencies and organizations.

Identify a brain injury screening tool that includes clear follow-up actions and resources.

MassAbility has adopted the Online Brain Injury Screening and Support System (OBISSS). OBISSS is an online screening system that determines a potential exposure to brain injury in someone's lifetime and identifies any

associated problems that are present. The OBISSS uses tested and reliable tools: the Ohio State University-Traumatic Brain Injury-Identification Method (OSU TBI-ID) and the Symptoms Questionnaire for Brain Injury (SQBI, formerly the Colorado Symptoms Questionnaire). MassAbility has been introducing the OBISSS tool to a variety of audiences, and has reached professionals in the Aging & Disability Resource Center, behavioral health settings, domestic/intimate partner violence prevention field, law enforcement, medical providers, and more. The Administration for Community Living (ACL) traumatic Brain Injury State Partnership Program grant aims to support the identification of those living with potential brain injuries in Massachusetts – leveraging OBISSS – and their connection to services and supports as needed.

Year 1:

- Encourage new vendors to use OBISSS as they are undergoing the onboarding process.
- Continue to promote OBISSS among existing vendors.
- Produce a report that reflects all the screening data available in Massachusetts through OBISSS.

Year 2:

- Continue to promote OBISSS to new and existing vendors.
- Explore options to incentivize agencies and partners to use OBISSS.

Year 3:

- Continue to promote OBISSS to new and existing vendors.
- Utilize the OBISSS data to identify where people are screening positive in Massachusetts. With the support of the BIA, MassAbility will inform partners of the aggregate screening data in their region to support their advocacy efforts as they seek to obtain additional services. MassAbility Office of Learning and Community Engagement with Support of the Analytics and Quality Assurance Team will create a 2-page document reflecting the aggregated data and share it with partners (e.g., positivity rate screens, population (e.g., veterans) and other demographic data (e.g., male vs female)).

Year 4:

- Continue to promote OBISSS to new and existing vendors.

- Continue to utilize the OBISSS data to identify where people are screening positive in Massachusetts, and inform partners of the aggregate screening data in their region to support their advocacy efforts as they seek to obtain additional services.
- Track partners' advocacy efforts to secure additional services in their region to gauge the impact of OBISSS data.

Year 5:

- Continue to promote OBISSS to new and existing vendors.
- Continue to utilize the OBISSS data to identify where people are screening positive in Massachusetts, and inform partners of the aggregate screening data in their region to support their advocacy efforts as they seek to obtain additional services.
- Track partners' advocacy efforts to secure additional services in their region to gauge the impact of OBISSS data.

Responsible Partner: MassAbility Office of Learning & Community Engagement (ACL grant) (with support from BIA - MA)_

Anticipated Outputs for FY 2025 - FY 2029:

- 3-4 additional vendors using OBISSS per year
- 100 brain injury screenings completed annually
- Semi-annual review of screening data by Brain Injury Council

Anticipated Outcomes to be tracked by FY 2029:

- % increase in the annual number of positive screens
- % increase of new programming as a result of partner advocacy



STRATEGY FOR GOAL 2:

Develop and implement an education, distribution, and monitoring plan for screening.

Year 1:

- Identify and create a list of new and existing vendors who should receive resources and materials on the OBISSS.

Year 2:

- Draft content for resources and materials on the OBISSS to be shared with vendors.
- Draft the content for a screening toolkit to share screening best practices with vendors. The toolkit will include information such as how to implement OBISSS, context for who should oversee its use, and how to use the screening results.
- Draft and provide talking points to MassAbility leadership and spokespersons that summarizes the screening toolkit and provides context on OBISSS for easy integration into public remarks made throughout the year.

Year 3:

- Finalize the content for resources and materials on OBISSS to be shared with vendors.
- Finalize the content for the screening toolkit, package it, and electronically disseminate it. Share the toolkit and information about it on different platforms, including webinars and social media.

Year 4:

- Continue to disseminate information about OBISSS to new and existing vendors.
- Complete an assessment to determine the screening toolkit or associated resources need to be updated or enhanced for specific audiences and/or professionals.

Year 5:

- Continue to disseminate information about OBISSS to new and existing vendors.
- Continue to assess if the screening toolkit or associated resources need to be updated or enhanced for specific audiences and/or professionals.

Responsible Partner: MassAbility Office of Learning & Community Engagement

Anticipated Outputs for FY 2025 - FY 2029:

- Increase in # of vendors utilizing the developed screening framework to implement OBISSS in their agency
- # of people clicking on/utilizing screening toolkit

ONGOING ACTIVITIES

Although not reflected in the strategic plan, there are several ongoing operational activities that MassAbility and its partners will need to commit to ensure successful implementation:

- Support the growth of five brain injury community centers across the State, managed by the Statewide Head Injury Program (SHIP).
- Launch the Peer Support Program in the waiver programs.
- Seek and secure funding for implementation for any new initiatives, as well as the expansion of current initiatives..
- Conduct ongoing strategic outreach, especially focusing on historically underserved communities or populations. There are already efforts underway to identify current outreach strategies among all MassAbility programs, the Communications team, and Independent Living Centers. That information will inform a master spreadsheet that will showcase outreach at all levels and assist with streamlining efforts and messaging.
- Review the strategic plan on an annual basis and make adjustments as needed.
- Maintain and coordinate the Peer-to-Peer/Family-to-Family Outreach program assigning peer volunteers to visit potential Acquired Brain Injury (ABI), Moving Forward Program (MFP) waiver MFP Demo applicants or family members who express interest in speaking with a peer or family member to address their concerns or questions about enrollment in the ABI/MFP waiver.
- Five brain injury community centers (BICCs) have recently opened across the state. These centers utilize a specialized clubhouse model. They are available to individuals with acquired brain injuries, as a place to develop work skills, contribute meaningfully to their communities and to meet and socialize with other community members.

Snapshot

This table reflects a high-level timeline of the activities to be accomplished over the next 5 years.

Focus Area	Goals	Strategies	YEAR 1 ACTIVITIES	YEAR 2 ACTIVITIES	YEAR 3 ACTIVITIES	YEAR 4 ACTIVITIES	YEAR 5 ACTIVITIES	Responsible Partner(s)	Supporting Partner(s)
Education	Educate the public about risk factors, prevention, long-term effects of brain injuries, and available services and supports	Develop a public service campaign about brain injuries, services, and supports						BIA - MA	
Education	Educate individuals, families, and caregivers about brain injury resources	Partner with the healthcare community to distribute information about brain injury resources						BIA - MA	MassAbility
Education	Educate individuals, families, and caregivers about brain injury resources	Raise awareness and increase utilization and contact with the state brain injury resources, services, and supports						MassAbility - Office of Learning & Community Engagement and SHIP, Waiver	BIA - MA
Resource Facilitation	Enhance a system of community supports for individuals living with brain injuries.	Inform relevant state and advocacy partners about the need for accessible transportation in underserved communities.						BIA - MA	
Resource Facilitation	Expand awareness of brain injury resources and services.	Educate the human service workforce about brain injury, screening, and accommodations.						MassAbility - Office of Learning & Community Engagement	BIA - MA
Resource Facilitation	Expand awareness of brain injury resources and services	Raise awareness within the healthcare community of brain injury risk factors and resources.						BIA - MA	MassAbility - Office of Learning & Community Engagement, SHIP
Data Collection	Develop an effective brain injury screening framework to use in several health and human service settings.	"Identify and embed brain injury screening in various agencies and organizations Identify a brain injury screening tool that includes clear follow-up actions and resources.						MassAbility Office of Learning & Community Engagement (ACL grant)	
Data Collection	Develop an effective brain injury screening framework to use in several health and human service settings	Develop and implement an education, distribution, and monitoring plan for screening						MassAbility - Office of Learning & Community Engagement	
Resource Facilitation	Enhance a system of community supports for individuals living with brain injuries.	Enhance the peer support system to include brain injury mentors.						BIA - MA	MassAbility - Office of Learning & Community Engagement
Education	Educate the public about risk factors, prevention, long-term effects of brain injuries, and available services and supports	Identify and sustain engaged community members (Champions) to assist with public messaging						MassAbility - Office of Learning & Community Engagement	Brain Injury Council
Resource Facilitation	Enhance a system of community supports for individuals living with brain injuries	Develop an active network to share information about brain injury services and supports						MassAbility - Office of Learning & Community Engagement	BIA - MA
Data Collection	Identify gaps in services for those affected by brain injury	Continuously assess the availability of services to identify opportunities to better meet the needs of those with brain injury and/or cognitive impairments.						MassAbility - Office of Learning & Community Engagement	BIA - MA

DASHBOARD

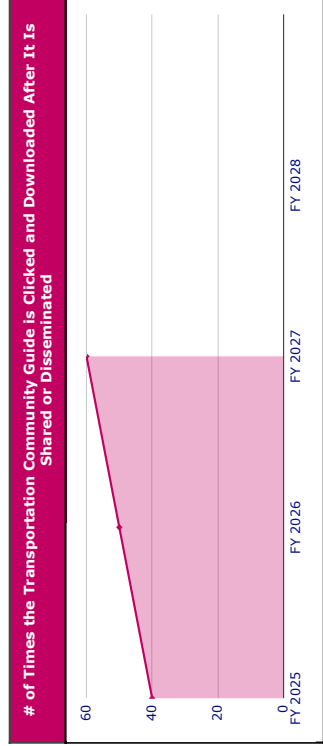
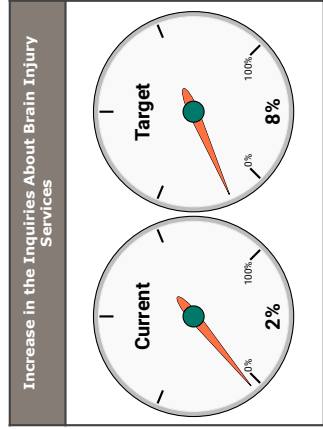
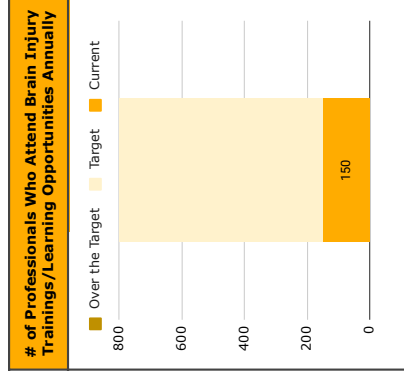
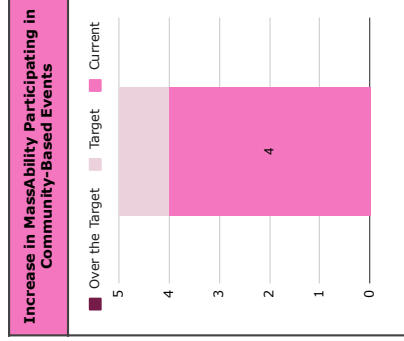
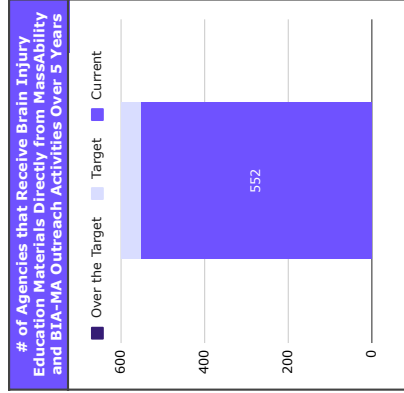
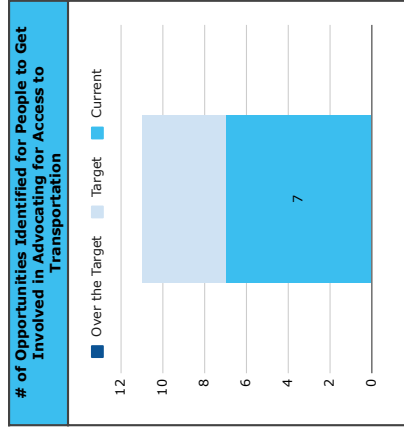
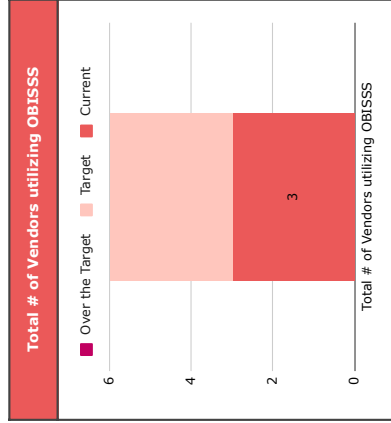
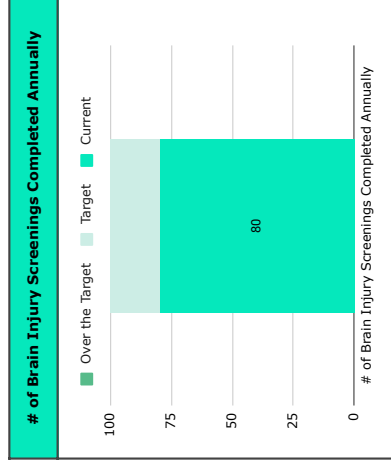
Most of the activities outlined in the Implementation Plan have associated outputs. Several outputs were selected to be on a dashboard so that there is a visual depiction of the progress being made for the first 2 years. The dashboard provides insight into activities that might need improvement or course corrections, as well as to highlight areas of significant progress which can be celebrated. The first year of tracking this data will be used to set a baseline. Thus, the target numbers reflected on the dashboard may change as additional data is collected and reported. A sample of the dashboard can be found on page 19.

CONCLUSION

MassAbility and the Brain Injury Council will continuously assess the effectiveness of the implementation of the strategic plan. There may be a need for adjustments as programs evolve and/or as the environment changes due to new administrations, leadership, funding, etc. The activities outlined in this Implementation Plan may be revised in the future as all parties work together to ensure that there is an effective and supportive system for people living with brain injuries.

MassAbility Dashboard for the Implementation Plan (FY2025 - FY2026)

Sr. #	Objective	% Completion	Status
1	Total # of Vendors utilizing OBISSS	50.00%	In-Progress
2	# of Brain Injury Screenings Completed Annually	80.00%	In-Progress
3	# of Opportunities Identified for People to Get Involved in Advocating for Access to Transportation	63.64%	In-Progress
4	# of Agencies that Receive Brain Injury Education Materials Directly from MassAbility and BIA-MA Outreach Activities	92.00%	In-Progress
5	Increase in MassAbility Participating in Community-Based Events	80.00%	In-Progress
6	Increase in the Inquiries About Brain Injury Services	25.00%	In-Progress
7	# of Professionals Who Attend Brain Injury Trainings/Learning Opportunities	18.75%	In-Progress



The first year of tracking this data will be used to set a baseline. Thus, the target numbers reflected on the dashboard may change as additional data is collected and reported.

MassAbility

IMPLEMENTATION PLAN
for the 2024 - 2029 Strategic Plan