



**PENNSYLVANIA**  
TECH ACCELERATOR

# Provider Technology Solutions Readiness Assessment

*A self-administered evaluation for disability and aging  
service providers in the Commonwealth of Pennsylvania*



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**pennsylvania**  
DEPARTMENT OF HUMAN SERVICES

Office of Developmental Programs  
Office of Long-Term Living



**KU** CENTER ON  
DISABILITIES



**Temple  
University**

College of Education  
and Human Development

**State of the States**

In Intellectual and Developmental Disabilities

**Institute on Disabilities**



## Introduction

The Provider Readiness Assessment, customized for the Commonwealth of Pennsylvania, is a self-administered evaluation designed for service provider organizations interested in adopting or expanding the use of supportive technology and technology solutions for people with disabilities and older Pennsylvanians. The assessment measures research-validated components of organizational readiness for change, both general and specific to technology innovations, such as organizational culture, capacity, and resources. The results of this assessment will assist your organization in understanding areas of strengths and needs for successful technology implementation and provide recommendations based on assessment scoring.

Technology solutions are defined as any innovation applied in the environment to address a mismatch in cultural, social, or contextual demands for people with disabilities. This includes both assistive and mainstream technologies and remote supports. This assessment evaluates readiness to implement technology solutions for the people you support, not organizational solutions such as electronic health records or digital employee management tools. In Pennsylvania, the preferred terminology utilized by The Office of Developmental Programs is *supportive technology*. Supportive Technology is defined as any piece of equipment, device, or product that is used to acquire, improve, or maintain functional capabilities of individuals with disabilities. Supportive Technology includes Assistive Technology and Remote Supports. More information can be found at [Supportive Technology – MyODP](#). Both terms will be used throughout the readiness assessment.

To mitigate subjectivity, the assessment should be completed separately by at least two team members (or teams of staff) within your organization who can provide a holistic overview of the organization including, but not limited to, measurements in relation to fiscal and human resources, communication strategies, and technology policies and practice. Final scoring and recommendations should defer to the more conservative result.

Readiness for change is not static. It is recommended that your organization revisit the assessment throughout implementation, especially after any major changes such as key staff turnover, fiscal shifts, policy/procedure updates, or modifications to the organizational strategic plan.

If you have questions before, during, or after completion of this assessment, please contact the State of the States team at [statesofthestates@ku.edu](mailto:statesofthestates@ku.edu)



## Scoring

The assessment is divided into five subsections:

- 1. Organizational Culture
- 2. Implementation Vision
- 3. Organizational Resources and Capacity
- 4. Communication Strategy
- 5. Technology Innovation and Sustainability

Each subsection contains several statements for which the respondent(s) should assign a score from 0 to 4 based on how true the statement is for your organization. A score of 0 indicates a statement is 'not true' and 4 indicates 'very true'.

**In each subsection, add up the scoring value for each statement and place the total score in the designated area.**

## Example

	0	1	2	3	4
<b>Assign a score to each statement indicating how true it is for your organization</b>	<b>Not true.</b> We have not considered this; I don't know	<b>Slightly true.</b> We have started to consider this	<b>Largely true.</b> We have developed guidance to implement this	<b>True.</b> We have started to implement this	<b>Very true.</b> We actively and consistently implement this
<i>Our organization has supportive technology goals.</i>			2		
				<b>Total Score:</b>	2



## I. Organizational Culture

Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true.	Slightly true.	Largely true.	True.	Very true.
	We have not considered this; I don't know	We have started to consider this	We have developed guidance to implement this	We have started to implement this	We actively and consistently implement this
1. At our organization we consistently seek out and adopt new innovations, tools, and methods of serving the people we support.					
2. Consumers identify our organization as leaders in technology innovations for the people we support - It is built into our brand.					
3. Executive leadership models the value of technology solutions for people with disabilities and older Pennsylvanians.					
4. We have identified potential risks and barriers that may prevent organizational technology adoption and use problem-solving to address those concerns.					
5. We seek and value direction from the people we support through participation in organizational planning activities related to technology.					
6. Efforts towards technology adoption for the people we support are embedded in each of our organizational departments.					
7. We include discussions of supportive technology in our staff onboarding process and/or materials.					



Section I continued  Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true.  We have not considered this;  I don't know	Slightly true.  We have started to consider this	Largely true.  We have developed guidance to implement this	True.  We have started to implement this	Very true.  We actively and consistently implement this
8. We prioritize technology skills and innovation through integration into staff roles and responsibilities.					
9. We incentivize staff who embrace and adopt technology innovations in service delivery through credentialing and/or opportunities for professional advancement.					
10. We have existing direct feedback mechanisms for staff to comfortably share implementation concerns and needs as they arise.					
11. Direct care staff model the use of supportive technology to encourage interest among the people we support.					
				Total Score:	

Continue to Section II



II. Implementation Vision

Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true.	Slightly true.	Largely true.	True.	Very true.
	We have not considered this; I don't know	We have started to consider this	We have developed guidance to implement this	We have started to implement this	We actively and consistently implement this
1. We have a clear vision with measurable short-, mid- and long-term goals for implementing technology solutions for the people we support.					
2. We have consulted with the people we support and their families to direct our technology implementation vision.					
3. We ensure buy-in through consulting with direct support staff to inform us of our technology implementation vision.					
4. We have aligned our vision with our organizational strategic plan.					
5. We have identified low-risk opportunities along our implementation process to build momentum and morale.					
6. We have identified a projected timeline(s) for technology implementation.					
7. We have considered how our implementation vision may align or integrate with existing organizational initiatives.					
8. Our implementation plan aligns with state and/or national metrics to collect data and outcomes.					
				Total Score:	

Continue to Section III



### III. Organizational Resources and Capacity

Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true. We have not considered this; I don't know	Slightly true. We have started to consider this	Largely true. We have developed guidance to implement this	True. We have started to implement this	Very true. We actively and consistently implement this
1. We have committed sufficient financial resources to advance technology adoption.					
2. We have a full-time employee (FTE), or designated responsibilities within an existing FTE role, dedicated to technology solution implementation that is not our existing IT department or a time-limited consultant.					
3. We have self-advocate <i>Technology Champions</i> as employees to lead or co-lead technology efforts and communications.					
4. We have identified a small, internal subcommittee or task force to drive technology innovation and implementation across the organization.					
5. We individualize technology implementation by matching the goals of the people we support with the technology device or service acquired.					
6. Discussion and consideration of technology solutions to support individual goals and outcomes is required as a distinct item/question in our person-centered planning process.					





Section III continued  Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true.	Slightly true.	Largely true.	True.	Very true.
	We have not considered this; I don't know	We have started to consider this	We have developed guidance to implement this	We have started to implement this	We actively and consistently implement this
7. We provide or support acquisition for mainstream devices (smartphones, tablets, computers) for the people we support.					
8. We have identified staff to keep apprised of relevant state policy on supportive and emerging technologies and convey significant changes to organizational leadership.					
9. We have explored resources and information related to supportive technology available through ODP and/or OLTL.					
10. We have identified public financial resources to fund technology solutions including state reimbursement mechanisms like performance-based contracting.					
11. We have identified private financial resources to fund technology solutions including grants, foundation support, and fundraising.					
12. We have a plan for sustainability of technology efforts.					
13. We have assessed employee skill levels in technology use and digital literacy.					
14. We have identified technology training needs based on employee skills assessment.					





Section III continued  Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true.  We have not considered this; I don't know	Slightly true.  We have started to consider this	Largely true.  We have developed guidance to implement this	True.  We have started to implement this	Very true.  We actively and consistently implement this
15. We have made a financial commitment to providing ongoing technology training for staff.					
16. Our training plan includes hands-on time for staff to explore and trial technology prior to deployment with the people we support.					
17. We have made investments in providing technology training for the people we support and their families.					
18. We have identified outcome metrics to be collected upon program administration for impact.					
19. Our outcome metrics include measures for return on investment to support long-term planning and sustainability.					
20. We have a plan and process for addressing individual technology maintenance, updates, and upgrades.					
				Total Score:	

Continue to Section IV



## IV. Communication Strategy

	0	1	2	3	4
Assign a score to each statement indicating how true it is for your organization	Not true. We have not considered this; I don't know	Slightly true. We have started to consider this	Largely true. We have developed guidance to implement this	True. We have started to implement this	Very true. We actively and consistently implement this
1. We have a plan to communicate our implementation goals, timeline, and expectations with all staff.					
2. We have a communication strategy to share information with the people we support and their families in regard to technology solutions and implementation.					
3. Our communication strategy considers generational and cultural differences regarding adoption and comfort with technology.					
4. Our communication strategy addresses common concerns in relation to technology including privacy/safety risks and mitigation.					
5. We gather technology success stories from staff and the people we support to include in our communications and outreach.					
6. We have clear and responsive feedback mechanisms for the people we support and their families.					
				<b>Total Score:</b>	

**Continue to Section V**



## V. Technology Innovation and Sustainability

Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true.	Slightly true.	Largely true.	True.	Very true.
	We have not considered this; I don't know	We have started to consider this	We have developed guidance to implement this	We have started to implement this	We actively and consistently implement this
1. We have organizational policies related to the privacy and security of data and technology use by the people we support.					
2. We have organizational policies to address technology abandonment through problem identification and resolution, which may include alternative technologies. This is the case when an individual stops using technology as planned.					
3. We have organizational policies related to the ownership or transfer of ownership of devices and technologies used by the people we support.					
4. We seek and discover emerging technology solutions through participation of staff in state and national technology events.					
5. We provide opportunities for the people we support to discover or try emerging technologies through participation in state and national technology events.					
6. We participate in local, state, or national communities of practice related to technology solutions.					



Section V continued  Assign a score to each statement indicating how true it is for your organization	0	1	2	3	4
	Not true.	Slightly true.	Largely true.	True.	Very true.
	We have not considered this; I don't know	We have started to consider this	We have developed guidance to implement this	We have started to implement this	We actively and consistently implement this
7. We have leveraged support and resources from PA's <a href="#">Assistive Technology Resource Centers</a> .					
8. We have a technology loan library for staff, people we support, and their families to trial technology solutions before acquisition, or we utilize public loan libraries such as TechOWL.					
9. We actively seek out new partnerships in technology policy, research, and practice across the state and nation.					
10. We are investing in pilots and innovation research to discover new supportive technology applications.					
				Total Score:	

Continue to Scorecard



## Scorecard

Having completed the Provider Readiness Assessment and assigned each statement a score between 0 and 4, respondents can use the score card below to interpret the results. The cumulative score of the subsections should be calculated by the respondent and compared with the corresponding subsections on the scorecard below to identify the provider's readiness level for advancing technology solutions across the organization. Respondents may choose to review recommendations based on each unique subsection readiness level and/or the overall readiness level.

Readiness Levels	Level 1	Level 2	Level 3	Level 4	Level 5	Place totals from Subsections
I. Organizational Culture (Max Score 44)	0 - 8	9 - 17	18 - 26	27 - 35	36 - 44	
II. Implementation Vision (Max Score 32)	0 - 4	5 - 11	12 - 18	19 - 25	26 - 32	
III. Organizational Resources and Capacity (Max Score 80)	0 - 16	17 - 32	33 - 48	49 - 64	65 - 80	
IV. Communication Strategy (Max Score 24)	0 - 5	6 - 9	10 - 14	15 - 19	20 - 24	
V. Technology Innovation and Sustainability (Max Score 44)	0 - 8	9 - 17	18 - 26	27 - 35	36 - 44	
Overall Total						

Overall Readiness Level	Level 1	Level 2	Level 3	Level 4	Level 5
Overall Total	0 - 41	46 - 86	91 - 132	137 - 178	183 - 224
Readiness Level:					



## Recommendations for Organizational Readiness

Level	Description	Recommendations
1	<b>This stage of technology innovation maturity typically represents providers with little or no experience or awareness of supportive technologies. Generally, providers at this level will either not be using technology solutions for the people they support or will be starting to consider their applications.</b>	<p>At this level, your organization is getting started toward advancing a culture of innovation and providing access to technology solutions for the people you support. To improve your organization’s readiness, consider the following suggestions:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Examine the organization’s strategic plan and consider how and why the advancement of technology solutions would be incorporated.</li><li><input type="checkbox"/> Identify and cultivate potential leaders within the organization to spearhead the initiative by removing other duties to ensure adequate time and effort can be dedicated to the initiative.</li><li><input type="checkbox"/> Identify promising practices and success stories from similar organizations to use as models when communicating the organizational priority toward adopting a culture of innovation and adoption of technology solutions for the people you support.</li><li><input type="checkbox"/> Provide opportunities for staff to upskill and investigate applications of supportive technologies for the people they support. Make public the incentives and endorsement of staff in their commitment to the initiative.</li><li><input type="checkbox"/> Explore opportunities to partner with other leader organizations across the Commonwealth.</li><li><input type="checkbox"/> Develop a communications plan for community buy-in and myth busting.</li></ul>



## 2

**This stage of technology innovation maturity typically represents organizations actively exploring supportive technologies and their use. Organizations at this level will be taking steps to redefine their organizational structures, policies, and strategic goals and align them with a culture of innovation. Organizations at this stage will be piloting new practices and learning from the successes of other organizations through communities of practice and partnerships.**

At this level, your organization still needs to develop more comprehensive and integrated policies and practices. To improve your readiness, consider the following suggestions:

- ☐ Provide resources for a full-time position dedicated to the advancement of technology solutions organization-wide.
- ☐ Ensure privacy, security, procurement, and ownership policies are established in the acquisition of technology solutions for the people you support.
- ☐ Have an established process for consumer-driven identification of technology solutions in the Individualized Service Plan.
- ☐ “Start with One” – start with one initial step in organizational change where you are likely to see success. This will help initiate momentum for staff buy-in.
- ☐ Ensure internal communication of culture shifts and policy changes are translated to all staff.
- ☐ Establish a method for monitoring and evaluating the impact and progress of your organization’s plan toward culture change. Identify metrics to evaluate the impact of technology solutions on the lives of the people you support.
- ☐ Identify and establish access to funding streams to sustain efforts in technology adoption, training, and maintenance.
- ☐ Roll out the strategic communications plan and address barriers or misinterpretations of technology adoption.
- ☐ Develop a training and educational plan for staff, the people you support, and families to adopt, advance, and sustain the use of technology solutions.
- ☐ Recognize and celebrate individuals and teams that embody a culture of innovation and seek out practices that ensure the people you support, and their families, are integrated in the process.





### 3

**At this stage of technology innovation maturity organizations are seeking to formalize their processes and leverage consumer and family engagement. They have evidence of success and are able to streamline the communications strategy for community buy-in. These organizations will have more structured policies and procedures for the adoption of technology solutions and will have considered long-term investments for sustainability.**

At this level, your organization has gained some momentum and is firmly establishing practices, processes, and programs. A culture of innovation has permeated all departments and considerations are being made for long-term investments in resources and personnel. To improve your readiness, consider the following suggestions:

- ☐ Strengthen processes for individual adoption of supportive technologies and begin to capture individual stories of success.
- ☐ Participate in communities of practice across the Commonwealth to learn from other organizations.
- ☐ Enhance stakeholder engagement and communication to ensure transparency and accountability of procedures and policies related to supportive technology.
- ☐ Identify a list of preferred vendors who can provide technology solutions to the people you support.
- ☐ Establish personnel dedicated to monitoring and interpreting statewide policies and programs related to supportive technologies.
- ☐ Ensure a seamless process from person-directed identification of technology solutions for goal attainment to long-term maintenance and sustained use of supportive technologies.
- ☐ Continually evaluate and refine processes to allow for the adoption of new policies and technology innovations.
- ☐ Ensure the onboarding process for all new employees integrates the values and mission of technology access.
- ☐ Cultivate self-advocates as *Champions* to integrate peer-learning opportunities in technology use and adoption.
- ☐ Firmly establish ongoing technology training opportunities for employees and the people you support. Provide leadership training to empower senior executives and managers to foster future cultures of innovation.
- ☐ Develop a strategy for talent acquisition and development tailored to the specific area of technology access, adoption, and program innovation.



4

**At this stage of technology innovation maturity organizations have established the foundational building blocks for implementation, developed structures for ongoing employee and consumer feedback, and identified solutions to implementation barriers. At this stage organizations are beginning to collect data and information demonstrating return on investment and consumer quality of life changes.**

At this stage, it is important to focus on refining your organization’s practices to address the expansion of technology use and adoption. To improve your organization’s readiness, consider the following:

- ☐ Ensure policies and practices are agile and robust to accommodate changes in technology innovation and statewide policies.
- ☐ Develop new funding strategies to expand investments and pilot new programs.
- ☐ Incorporate more diverse perspectives and interdisciplinary expertise into the program evaluation to ensure holistic understanding and integration across departments.
- ☐ Increase public awareness and understanding of supportive technology through targeted education and outreach initiatives.
- ☐ Implement rigorous evaluation and monitoring frameworks that align with national standards and impact measures.
- ☐ Establish a loan library or venue internally where the people you support, and their families can explore new technology solutions.
- ☐ Strengthen stakeholder engagement through established peer networks and communities.
- ☐ Cultivate and support internal learning communities to advance innovation and exploration.
- ☐ Promote collaboration with other organizations to share best practices, exchange insights and coordinate efforts of problem-solving as new technologies emerge.



5

**At this stage of technology innovation maturity organizations have been implementing programs for several years and are seen as implementation leaders within their state. At this level, organizations are beginning their own innovative strategies, exploring new partnerships, and building new pilot programs. The organization has adopted a culture of innovation and evidence of staff and consumer adoption can be seen across all departments.**

If your organization is at this stage, it means it has a strong culture of innovation and practices allowing seamless adoption of supportive technologies for the people you support. To improve your readiness, consider the following suggestions:

- ☐ Continually monitor and evaluate progress for implementation challenges and progress.
- ☐ Participate in statewide and national forums advancing access to technology solutions for people with disabilities and their families.
- ☐ Establish partnerships with local technology engineers and developers to develop new products through inclusive design.
- ☐ Lead and/or participate in statewide technology summits or learning forums to advance best and promising practices.
- ☐ Foster a mindset of continuous improvement and innovation by investing and encouraging experimentation, learning, and adaptation to emerging trends.
- ☐ Support cross-functional teams and innovative initiatives exploring novel approaches to technology adoption and use and drive positive societal opinion.
- ☐ Engage with policymakers, regulatory bodies, and industry stakeholders to advance policies that will improve access for people with disabilities.
- ☐ Invest in cutting-edge research and development initiatives focused on exploring new, accessible technology solutions.
- ☐ Share innovative practices and learnings with other organizations to encourage collaboration.
- ☐ Advocate for responsible, ethical, and consumer-driven policies in technology development and access at the local, national, and international levels.
- ☐ Contribute to national data collection on technology use, barriers, and innovations.
- ☐ Establish a repository of technology use stories developed by self-advocates to share experiences, challenges, and outcomes.



Optional Readiness Level Visualization Tool

Fill in each bar to reflect the corresponding readiness level

	Level 1	Level 2	Level 3	Level 4	Level 5
I. Organizational Culture					
II. Implementation Vision					
III. Organizational Resources and Capacity					
IV. Communication Strategy					
V. Technology Innovation and Sustainability					
Overall Readiness Level					