

Six Core Strategies©

Workforce Development

Developing and Supporting Healing Teams

Moderated by Emma Shelby, MA, LAC

Assistant Project Director for Promising Path to Success



Welcome our Presenters



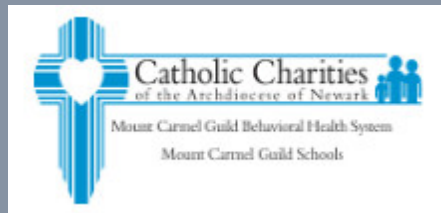
Stephanie Suriani, LCSW - Program Manager

Deja Amos, MSW - Operations Manager



Bianca Mercado - Residential Supervisor

Megan Larkin - Residential Specialist



Judy Fields, Program Manager

Renee Gales, Care Manager

Overview of Workforce Development Strategy

- Having practices, policies and procedures that provide staff with the skills, support, and supervision that they need to succeed
- Implementing the characteristics and principles of trauma informed care
- Creating an environment of care that is less likely to be coercive or lead to conflict
- Learning through Debriefing:
 - *To reduce the use of seclusion and restraint through knowledge gained from a rigorous analysis of seclusion and restraint events. Ensuring the use of this knowledge informs policy, procedures, and practices to avoid repeats in the future. A secondary goal of this objective is to attempt to mitigate the adverse and potentially traumatizing effects of a seclusion and/or restraint event for involved service users, staff and all witnesses to the event.*

Promising Path to Success

- Workforce Development was worked on by all programs. This strategy can always be in motion.
- Understanding the principles of trauma informed care and coaching was groundwork for introducing NHA.
- Understanding the neurobiology and effects of trauma and complex trauma
- Understanding regulation needs and co-regulating.
- Changing the LENS of staff to look at behavior as a *function. Staff "being curious" as to the meaning.*
- *Buy-in* was not always easy.
- Agency wide leadership and support to make policy or procedure changes is necessary. (human resources)

Homestead

*Psychiatric Community
Home*

*Co-ed Youth
Age 11-17
LOS 6-9 months*

Homestead Vision Statement:

“To foster independence, build resilience, and discover their greatness in a nurturing therapeutic environment in order to thrive in the community with mental illness.”

After eliminating our points and level system, we have been NHA based for 2 years.

Homestead

Staff training & Skill Development

- NHA 3 hour trainings available in 6 different sessions in two week span for flexibility
- NHA introduction in new hire interviews
- New Hires were trained within first 45 days of entering
- All positions are trained, F/T, P/T, Clinicians and subs – even if they work only once every two months
- Mini NHA 1 hour activity during staff meetings

Homestead

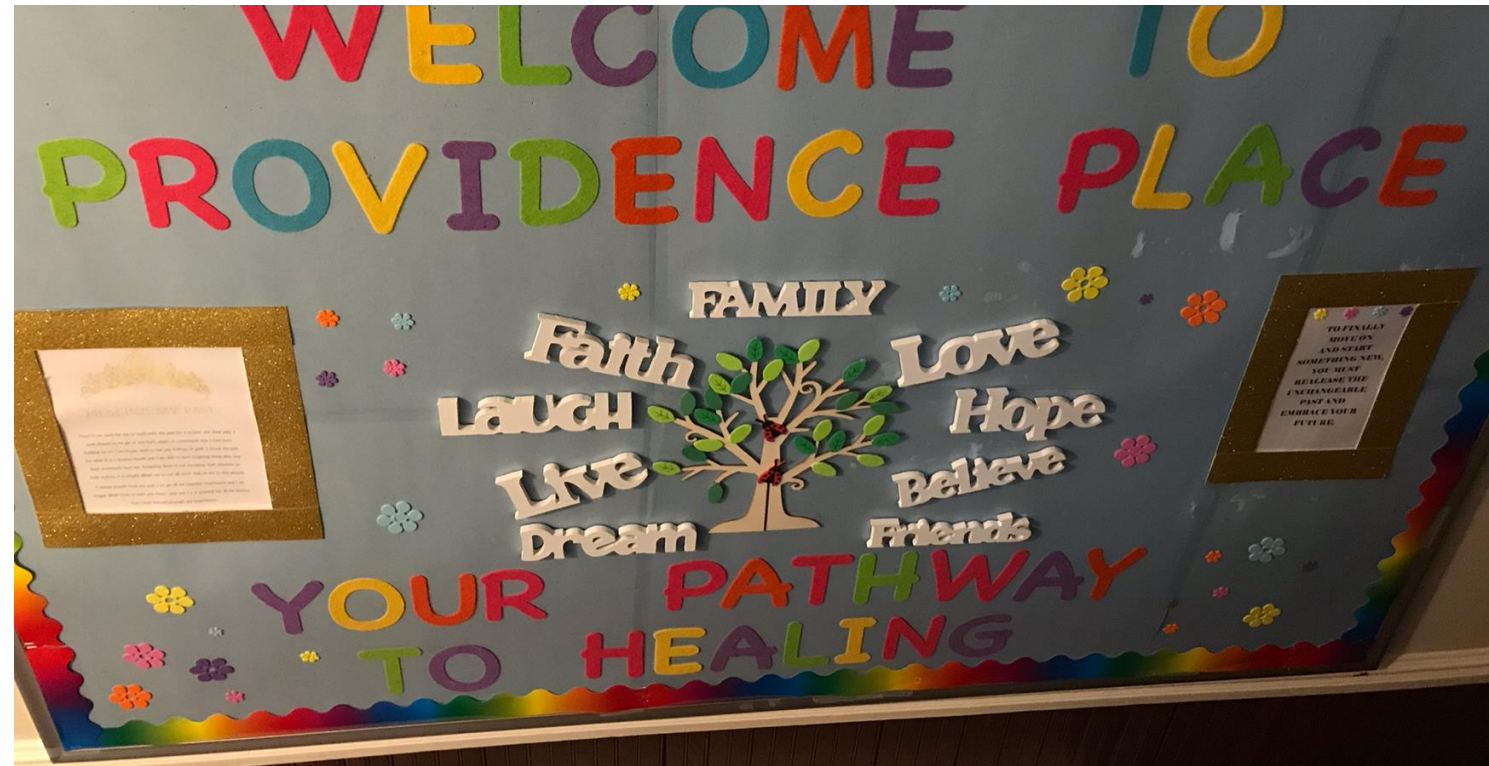
Staff training &
Skill
Development

- Focus on the unique needs of each youth and staff recognizing youth for progress towards their treatment goals
- Staff resetting themselves and youth learning from staff as a result
- Recognitions at the end of night to force practice; this gives youth something to look forward to

Providence
Place

Psychiatric
Community Home
14-17 y.o.
female
LOS 9+ months

Providence Place's vision is to be "The Pathway to Healing"



Our Youth receive weekly:

- ✓ Individual Psychotherapy
- ✓ Therapeutic groups
- ✓ Individual Life Skills
- ✓ Group Life Skills (Psycho-education)
- ✓ Health Education
- ✓ Allied Therapy
- ✓ Family Therapy

*Providence
Place*

Staff training &
Skill
Development

Promoting Trauma Informed Care

- Team members are modeling positive youth engagement strategies for staff
- Staff is provided with a synopsis of all incoming residents
- Staff is kept abreast of all changes (medications, behaviors, family issues, emotional changes, educational, health) by way of communication log, resident log and direct communication in current time.
- Program clinician is Trauma Focus CBT Certified

***Outcomes:** As a result of the above initiative, there has been a significant reduction in police intervention and psychiatric hospitalization. 90% of youth show an improvement across behavioral, emotional, risk assessment and life domain functioning upon comparing assessments at admission and 8 months post-admission.*

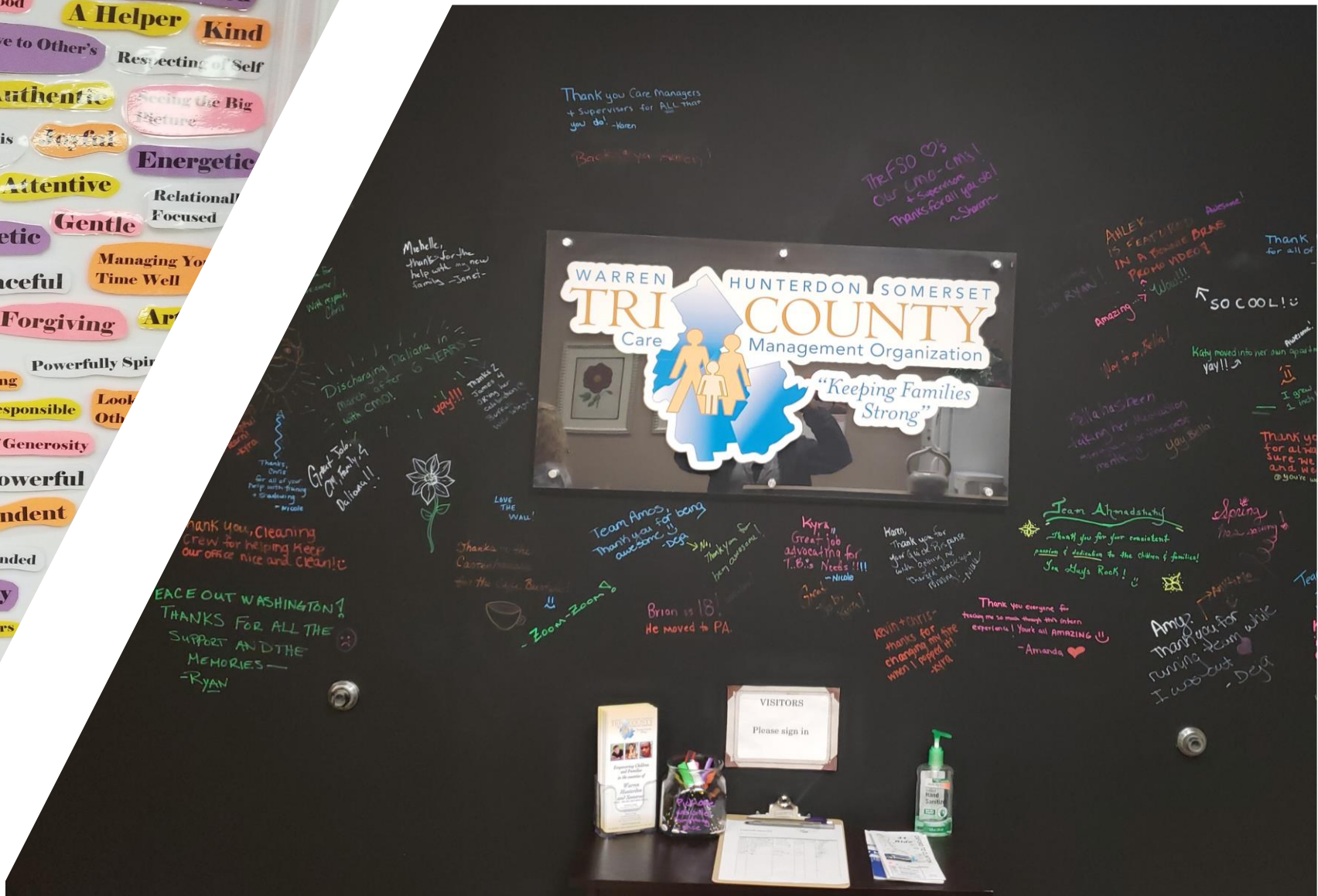
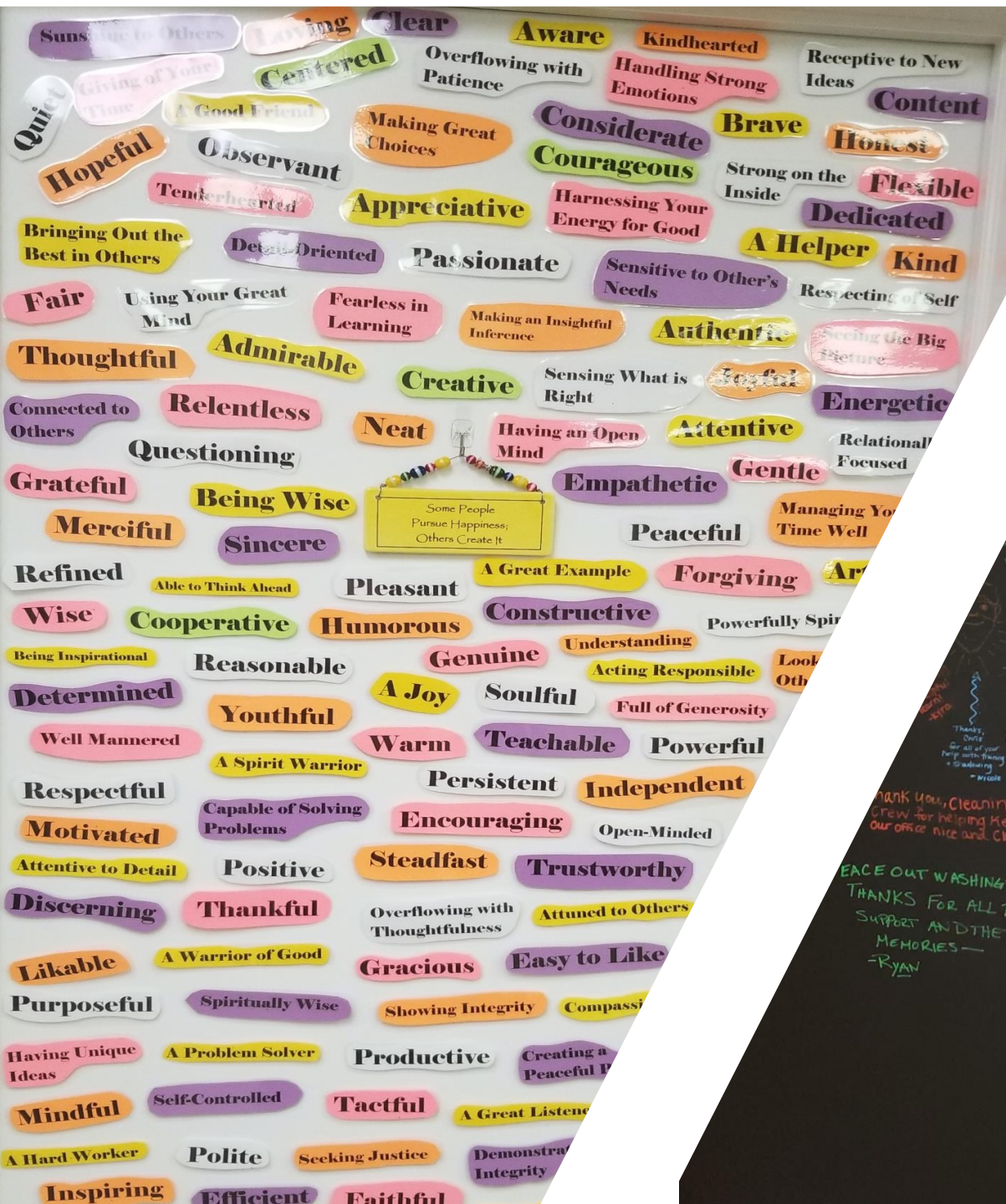
*Providence
Place*

Staff training &
Skill
Development

- Behavior Management
 - ✓ Nurtured Heart Approach
 - ✓ Positive Reinforcement
 - ✓ Using Listening skills
- Crisis Intervention (CPI)
 - Strong emphasis on De-escalation
- Substance Abuses/HIV Training
- Suicide Training
- Policy & Procedure
- First Aid
- Ethics Training
- Medication Monitor Training

Tri County CMO

Serving youth and families in Hunterdon
Somerset & Warren



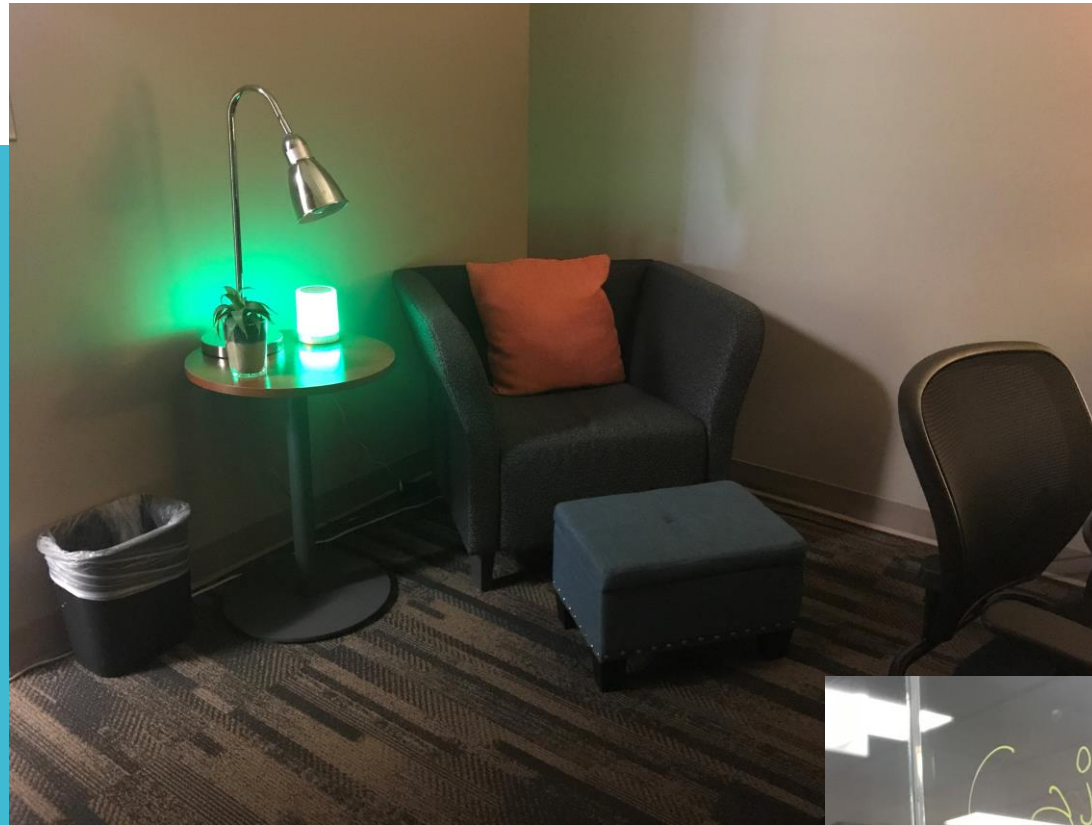
Tri County CMO

Staff Support & Self-Care

- Calming Areas in Both Offices for Self Regulation
 - Rolling sensory carts for both offices
- Office décor
 - Key NHA quotes
 - Photo competition to incorporate youth/staff strength's into décor – advertised in our newsletter
 - Redecorating -Wall art reflecting NHA and wraparound values

Tri County CMO

Staff Support
& Self-Care



Tri County CMO

Staff Support & Self-Care

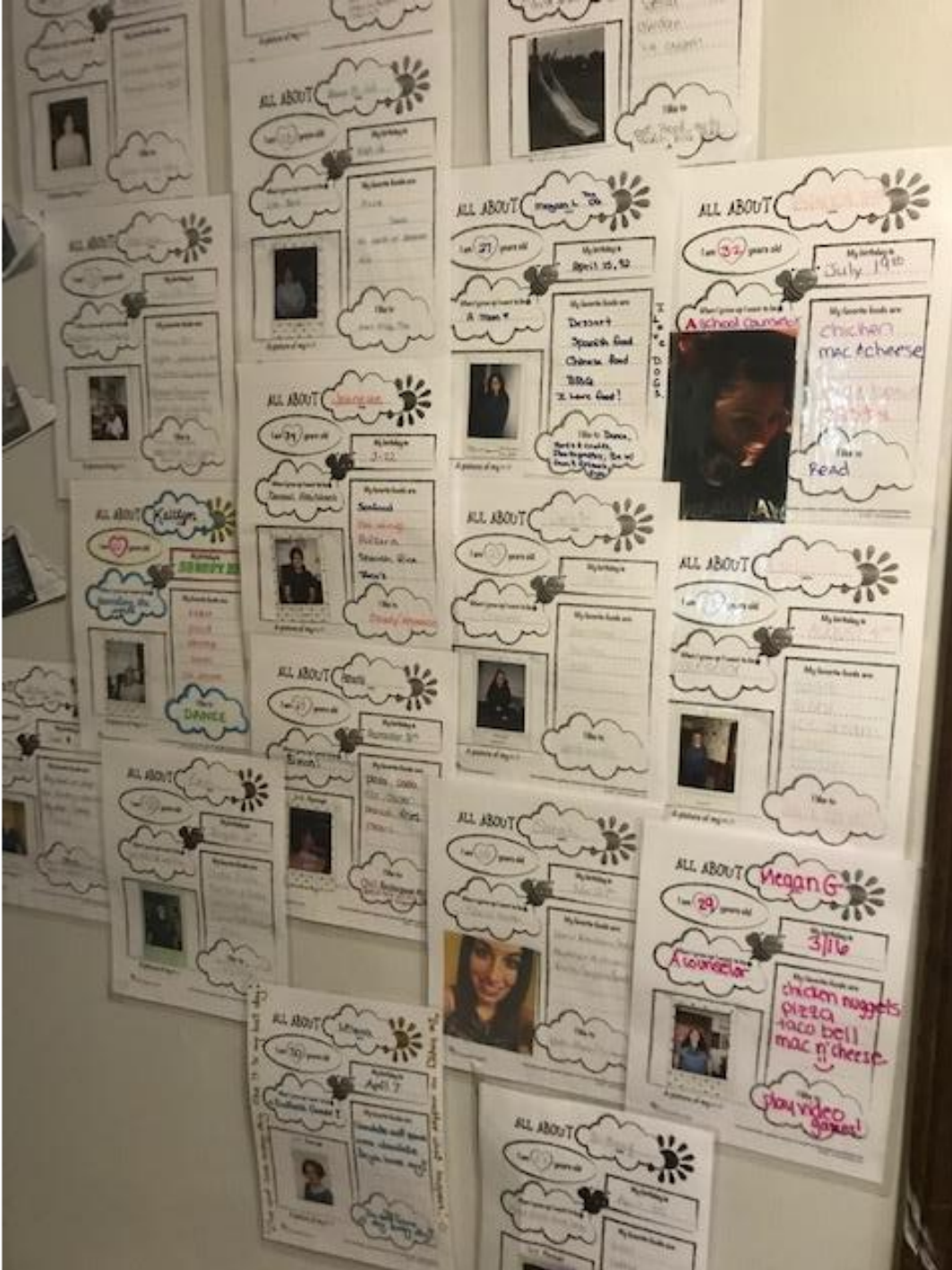
- Committee thinking about how do we celebrate staff strengths – currently on WOW walls – Absolutely Yes!
- Positive mindset screensaver link distributed to staff
- Honoring Staff Emotional Well-Being
 - Implementing a debriefing after staff experience a crisis with one of their families

Homestead

Staff Support & Self-Care

- One hour trainings at staff meetings are mostly about self care for staff
- Techniques and identifying self care routines
- Team building nights/ get together
- Overall staff flexibility, and a lot of emphasis on team work
- Staff feeling comfortable to admit they need a mental health day

Homestead



*Providence
Place*

Supervision &
Evaluation

Training & Job Performance

- Developed & Implemented monthly staff meeting by teleconference to increase staff participation (98% staff participation)
 - Advanced distribution of meeting agenda
 - Meeting agenda includes staff recommendation and comments to promote team approach and inclusiveness
- Developed & Implemented monthly staff training schedules (pre & post test)

Outcomes: *As a result of the above initiative, staff moral has been enhanced and staff participation has significantly increased. This is based on meeting attendance and verbal feedback.*

Providence Place

Supervision & Evaluation

- House Manager is using “teachable moments” to share PPS concepts with veteran staff as part of the supervision process
- Consistent Reinforcement of :
 - ✓ Team Approach
 - ✓ Entrustment Approach
 - ✓ Value of Role & Responsible towards successful outcome of program
 - ✓ Program goals vs. personal goals
- Education on prevention of liability issues

Tri County CMO

Supervision & Evaluation

- Revamping performance evaluations that highlight strengths and include self assessment
- Reviewing supervision agenda to be more NHA-friendly and focusing on strengths of supervisees, their agenda first, checking in on their stress level
- “My Why” Tree – reminding people of their own mission and values

Tri County CMO

Policies, Procedures & Hiring Practices

- Committee formed to look at every area of an employee's tenure at the CMO and ensure that our processes / practices are in align with the principles of the Nurtured Heart Approach
 - Communicating with kindness and relating to people on a heart-level to grow their greatness
- Implemented a referral program for staff who refer candidates who result in being hired
- Reviewing exit interviews and staff satisfaction surveys to ensure NHA practices, and revamping job descriptions

Tri County CMO

Policies, Procedures & Hiring Practices

- Revamped orientation process and interview process to be inclusive of more staff from every level and include questions to understand if candidates' values align with NHA and 6CS
 - Adding staff photos (with consent) to Primepoint so everyone is more familiar with one another
- Reintegration process when staff come back from medical / maternity leaves
- Suggestion Box to be rolled out

Tri County CMO

6CS with Out of Home Treatment Providers

Mutual Accountability & Collaboration

- Created a *Strengths based face sheet* to reflect strengths of our youth
- Interview checklist for “Meet and Greets” asking about 6CS and NHA incorporation in OOH programs
- Looking at youth who are in OOH for a long time and how connected they are to community/family
- Working with OOH providers to co-train parents of youth in OOH or are at risk of going to OOH
- Meetings with OOH providers in our area to collaborate on integration of NHA and 6CS, and inviting other CMOs to those meetings – Building Relationships

Tri County CMO

Collaboration with Partners

- Took the NHA training to local DCP&P offices
- Collaboration with other system partners in training NHA to other providers, parents, and youth
- Quarterly planning/idea sharing meetings involving NHA certified trainers in the Tri County area, including OOH providers, MRSS, FSO and CMO

*Providence
Place*

Policies,
Procedures &
Hiring Practices

Reshaping Hiring

- Developed & Implemented standard interview questions that are tailored for our program.
- Developed & Implemented Interview evaluation form to assess the skill level & knowledge of the interviewee as it relates to the position.

DEBRIEFING PROCESS

The debriefing process includes the following:

- The Program Manager and House Manager is on call 24/7 to access any emergencies or events
- The events are debriefed with staff to:
 - ✓ Ensure that Policy & Procedure is followed
 - ✓ Making sure proper documentation/reports is completed
 - ✓ Proper parties are notified
- Entire event is processed in efforts to ensure “best practices” is followed

*Providence
Place*

Policies,
Procedures &
Hiring Practices

Homestead

Culture Change

- Staff surveys
- Staff interactions with parents
- Staff communication improved- Use “group chat” to make decisions together
- Team oriented environment- Youth see that everyone works together and is equally valued

Tri County CMO

Culture Change

- NHA-Style “Recognitions” giving specific positive feedback to staff on their anniversaries with the agency
- Staff Celebrations Meetings
- Integrated Nurtured Heart activities into regular meetings (team and supervisor meetings – identifying greatness)
- Thankfulness team activities
- Cultural share potluck
- Staff satisfaction survey
- Success Stories highlighted in agency newsletter

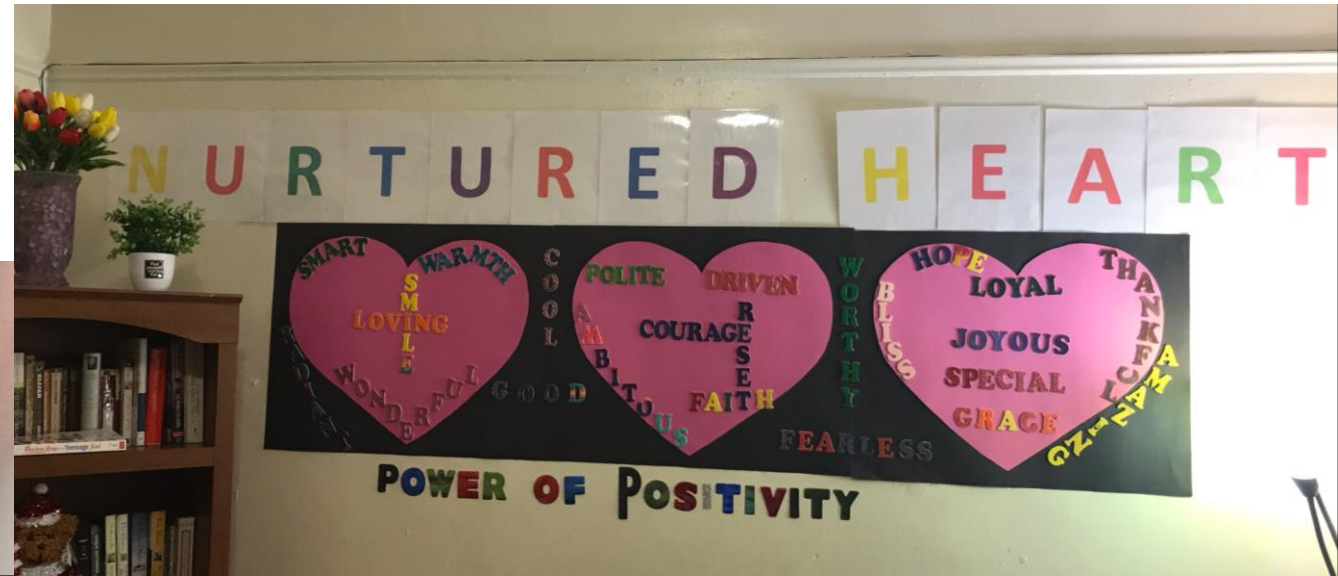
*Providence
Place*

Culture
Change

- Environment
- House Meeting
- Therapeutic, Education, Recreation and Life Skills Games
- Staff Appreciation
- Family Dinners
- Cooking Groups
- Suggestion Box
- Reduction in Staff Turnover

Providence Place

"Cope Cave"



Providence Place

Outcomes & Successes

- Healing Team Board developed and revised to facilitate connections between staff, youth and families
- Families are more engaged in counseling sessions (availability of in-home counseling for those unable to come to the house)
- Staff are more frequently reaching out to families with positive feedback and for follow up
 - ✓ This is evidenced by today's presentation from one of Providence Place former resident's and her family!
 - ✓ *Program has seen the reduction in the need for restraints.*
 - ✓ *In a one year period the program has had zero self harming behavioral incidents.*

Homestead

Outcomes & Successes

- Staff led the switch from points and levels to emphasis on individualized care
- Decrease in crisis calls
 - Staff feeling more empowered to know what to do
- Decrease in youth hospitalizations

Number of youth that were not re-hospitalized

July 2016-June 2017: 89%

Desired Trend	J	A	S	O	N	D	J	F	M	A	M	J	Actual Trend
85%	71%	63%	83%	100%	88%	88%	88%	100%	100%	88%	100%	100%	89%
			QTR 1 72%			QTR 2 92%			QTR 3 96%			QTR 4 96%	

Actual Result: The trend for the current fiscal year is 89%.

Corrective Action Taken: A total of 5 clients experienced re-hospitalizations during the past fiscal year. Several of these clients were hospitalized several times, sometimes within the same month. Rate of clients experiencing no hospitalizations increased over last year which was 83%. Trend does continue that more clients are presenting with a greater need for stabilization at admission which can result in multiple hospitalizations. All clients will continue to be assisted in acclimating to the program and primary focus remains on stabilizing mood and behaviors in order for clients to maintain themselves in the program milieu.

July 2017-June 2018 : 85%

Desired Trend	J	A	S	O	N	D	J	F	M	A	M	J	Actual Trend
85%	100%	100%	100%	88%	100%	88%	63%	80%	100%	86%	89%	89%	90%
			QTR 1 100%			QTR 2 92%			QTR 3 81%			QTR 4 88%	

Actual Result: The trend for the current fiscal year is 90%.

Corrective Action Taken: 3 children were re-hospitalized this current quarter. One child continued to have difficulties in maintaining stabilized behaviors and acting out in threatening and physically aggressive manners. This resulted in 2 hospitalizations. The second child was new to the program and acted out impulsively which led to suicide risk. All clients will continue to be assisted in acclimating to the program and primary focus remains on stabilizing mood and behaviors in order for clients to maintain themselves in the program milieu. Program continues to utilize new clinical and behavioral approaches based on nurtured heart and sensory coping strategies to enhance client treatment.

July 2018-June 2019: 94%

Desired Trend	J	A	S	O	N	D	J	F	M	A	M	J	Actual Trend
85%	88%	100%	88%	88%	88%	100%	88%	100%	100%	100%	83%	100%	94%
			QTR 1			QTR 2			QTR 3			QTR 4	

Actual Monthly Result: The trend for the current month is 100% . 94% for the current fiscal year.

Corrective Action Taken: No children were hospitalized this month. In total, 16 children were served in the past fiscal year and only 4 experienced re-hospitalizations in the past year. 2 children were hospitalized 2x. 1 of these was referred for a higher level of care after the 2nd hospitalization. We have become more ingrained in the Nurtured Heart Approach which has attributed to decrease in hospitalizations as we have learned new clinical and behavioral strategies in which to deal with client crises and children are learning more ways in which to express themselves and develop more effective coping skills. All clients will continue to be assisted in acclimating to the program and primary focus remains on stabilizing mood and behaviors in order for clients to maintain themselves in the program milieu. Program continues to utilize new clinical and behavioral approaches based on nurtured heart and sensory coping strategies to enhance client treatment.

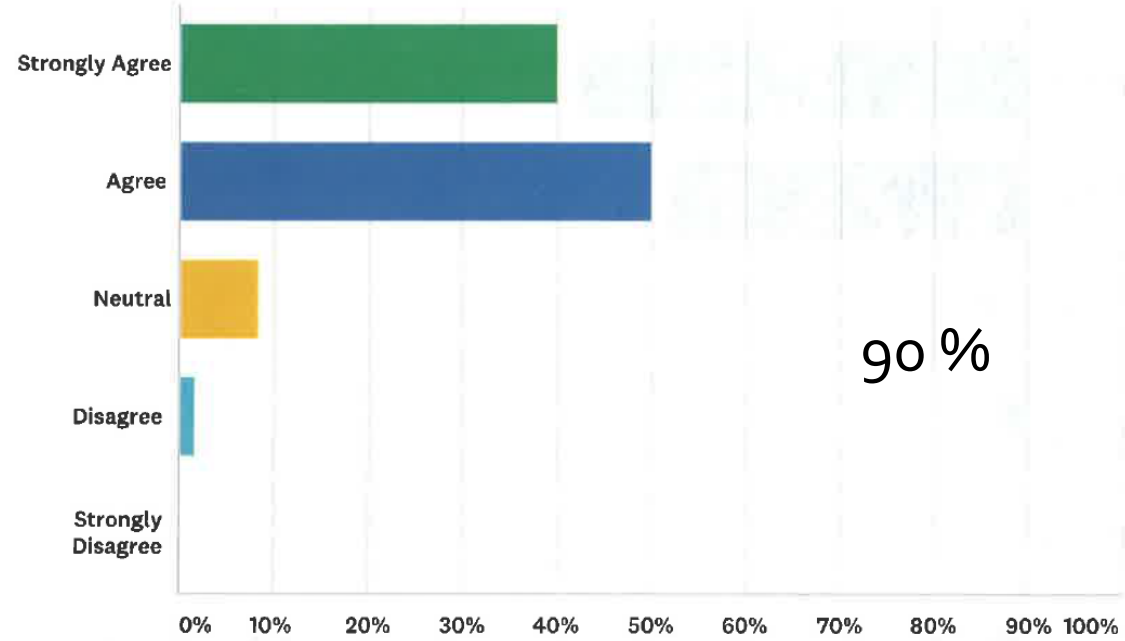
Tri County CMO

Outcomes & Successes

- Positive cultural shift among staff: implementation of strengths-based approaches and NHA resulted in staff previously struggling to be promoted
- New employee feedback with integration of 6CS/NHA into personnel practices/orientation:
 - “Best first week ever!”
- Positive feedback from parents regarding attendance at training
 - “It gave me tools to help my child with his behaviors and made me feel that I’m not alone in dealing with him.”
 - “The Nurtured Heart Approach isn’t just about positive reinforcement. It’s a practice that touches on every interaction and the opportunity each offers for building relationships, self esteem and success.

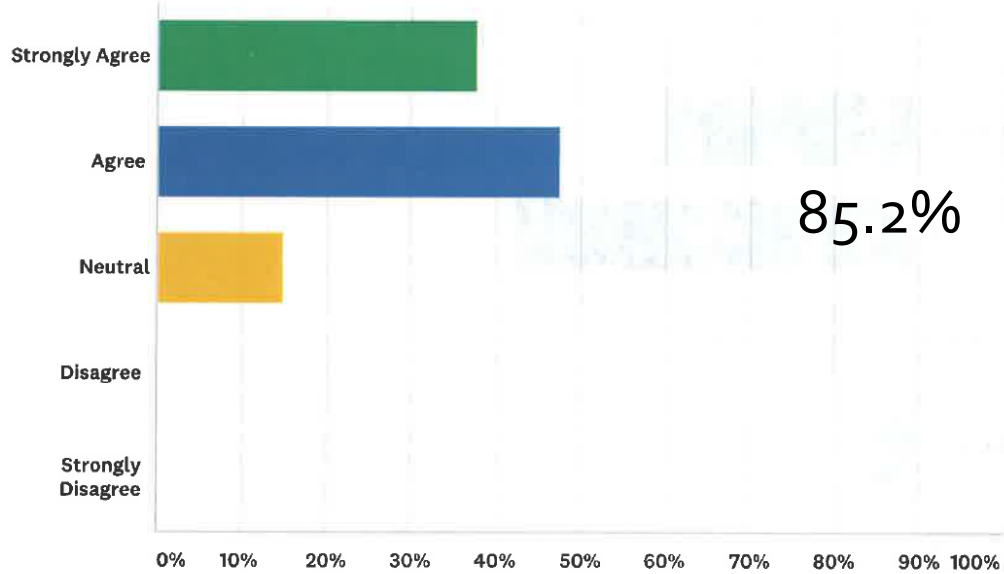
Q5 This last year, I have had opportunities at work to learn and grow.

Answered: 60 Skipped: 1



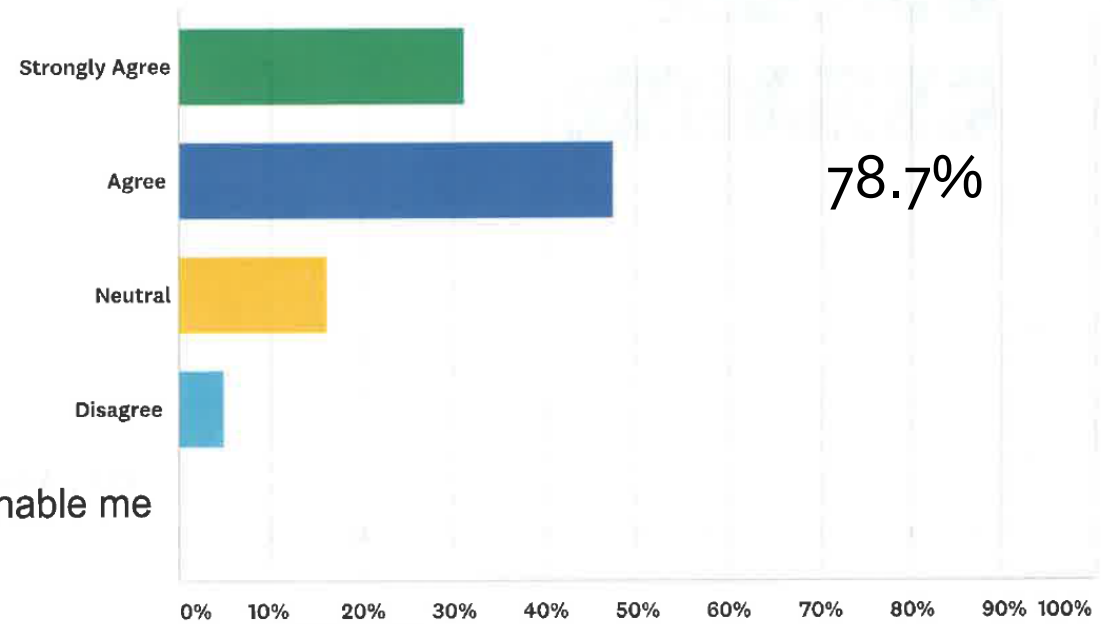
Q9 My personal growth and development are encouraged.

Answered: 61 Skipped: 0



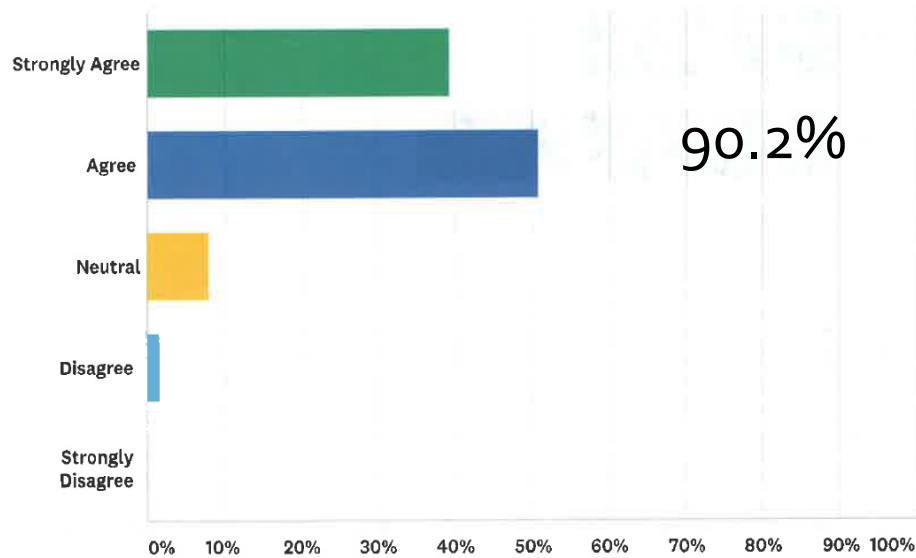
Q10 I am given effective feedback that helps me improve my performance.

Answered: 61 Skipped: 0



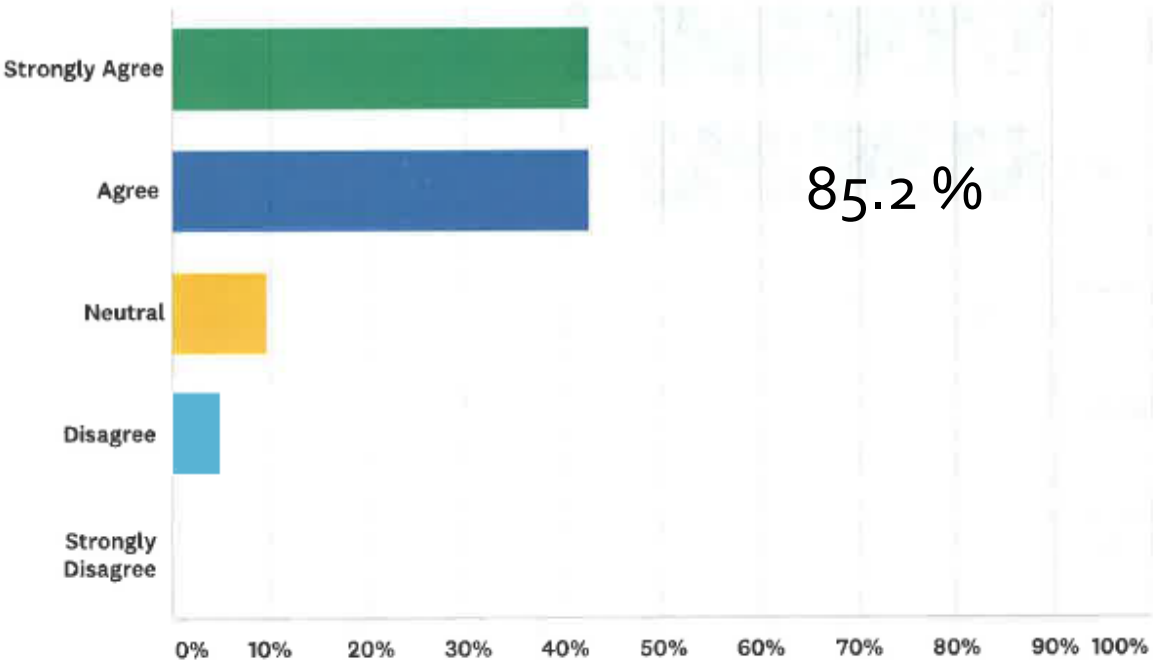
Q12 My supervisor provides sufficient support and guidance to enable me to do my best for my children and families.

Answered: 61 Skipped: 0



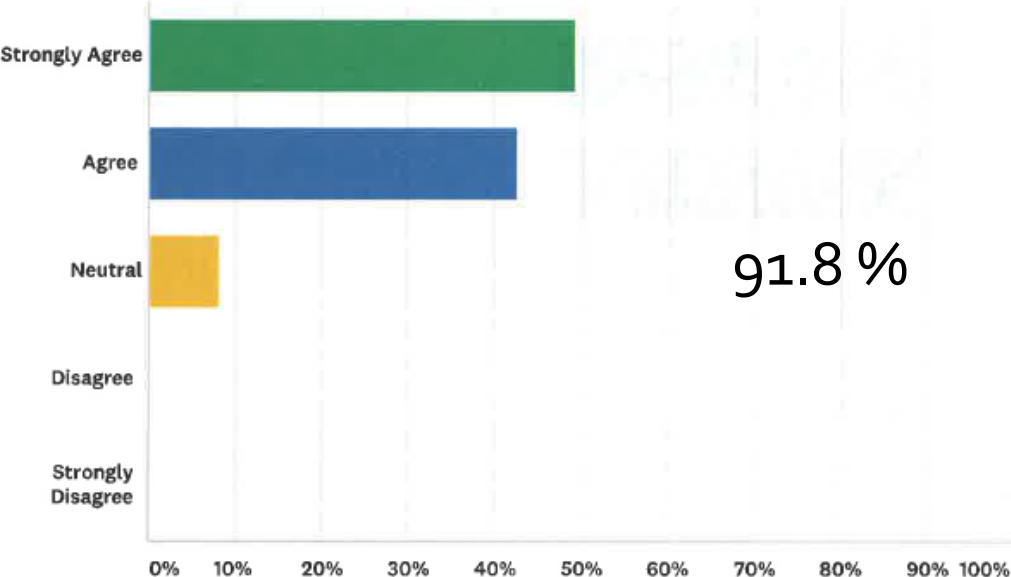
Q8 I enjoy my job.

Answered: 61 Skipped: 0



Q7 Tri County CMO is a good place to work.

Answered: 61 Skipped: 0



Audience Questions



Final Thoughts



“An empowered organization is one in which individuals have the knowledge, skills, desire, and opportunities to personally succeed in a way that leads to collective organizational success.”

Stephen Covey

