

LEADERSHIP



THE FIRST STRATEGY OF 6 CORE

- **Leadership-**

“To reduce the use of seclusion and restraint by defining and articulating a mission, philosophy of care, guiding values and ensuring the development of a seclusion and restraint reduction plan and plan implementation. The guidance, direction, participation and on-going review by executive/senior leadership is clearly demonstrated throughout seclusion and restraint reduction projects, plans and service delivery.”

Jen Dowdell – CFG Residentials – Camden

Kit - SPEC – 12 boys ages 13-17

Insight- IRTS – 10 co-ed youth ages 14-17

Excel - IRTS – 10 co-ed youth ages 10-13

Tre Gardener & David Gooding – Legacy Treatment Services– Franklin Park

Claremont House - SPEC – 5 boys ages 12-15

Tia Sanders & Sherrelle Jenkins – Crossroads Programs, Inc – Mount Holly

Mount Holly House - RTC – 5 girls ages 14-17

“If we want people to fully show up, to bring their whole selves including their unarmored, whole hearts-so that we can innovate, solve problems, and serve people-we have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.”

– Brene Brown, Dare To Lead

OVERVIEW OF SESSION

- **Culture Shift – How to Cultivate it**
- **Shaping New Staff and Getting Buy-In from Existing Staff**
- **How to Get “Unstuck,” when things plateau or after incidents**
- **Successes/Outcomes**
- **Sustaining Change**

Shifting the Culture: Cultivating Change at CFG



SHIFTING THE CULTURE – CULTIVATING CHANGE AT CROSSROADS PROGRAMS

- Agency wide commitment, incorporated into programs, language from top-down, administrative support with grants to get sensory room, data, incorporated into policies, mandated, support initiatives of the programs



SHIFTING THE CULTURE – CULTIVATING CHANGE AT CLAREMONT HOUSE

FAMILY ENGAGEMENT

Starting where we felt most challenged:

- Everyone has someone!
- Leveraging community supports
- No restrictions on calls
- Family time set up for success
- Family Engagement Night/Calls
- “Aggressive Friendliness”



SHIFTING THE CULTURE - CONSEQUENCES... & INDIVIDUALIZING CARE AT CROSSROADS MHH



Shifting the Culture – CONSEQUENCES... & Individualizing Care at CFG Residentials

Creating opportunities to regulate & boosting our skills in meeting needs VS inventing new spins on restrictive consequences



Shifting the Culture – CONSEQUENCES... & Individualizing Care at Claremont



FACILITATING
EMPOWERMENT
AND FIRST HAND
SUCCESS...

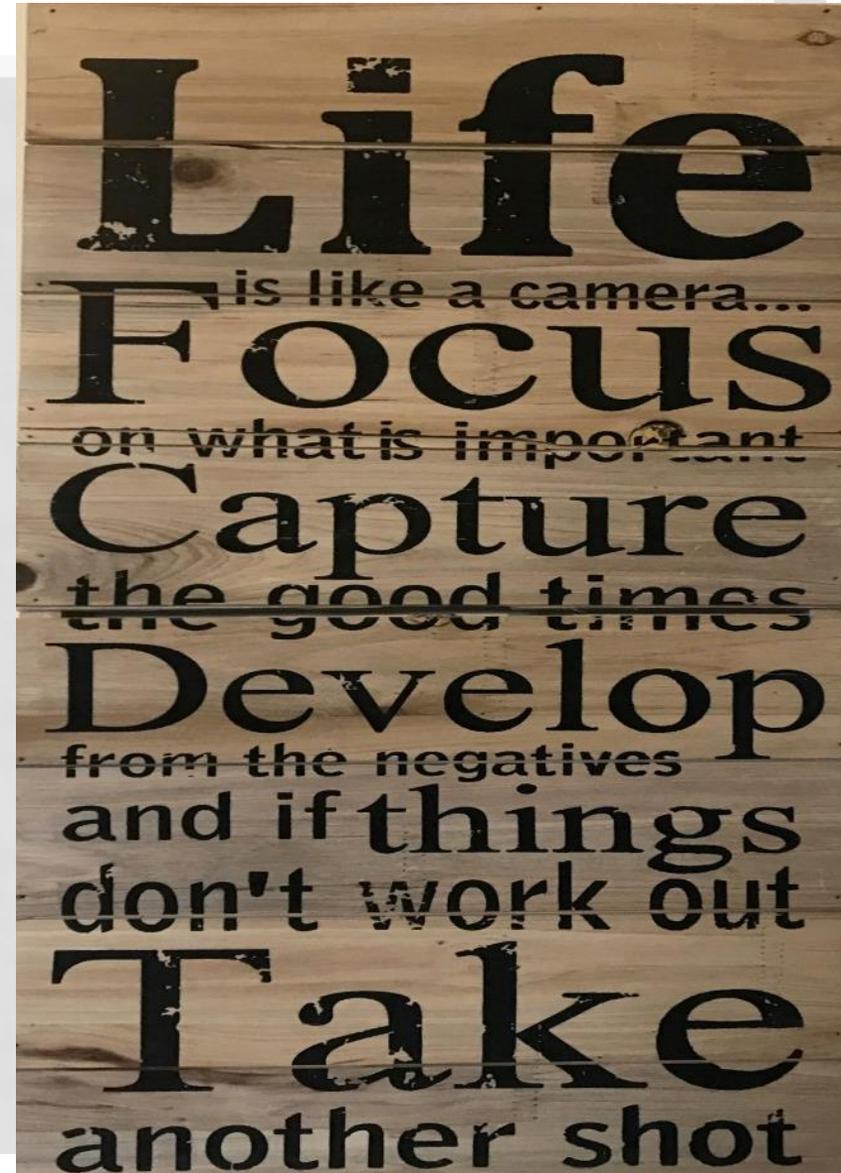
ONBOARDING/BUY-IN: CULTIVATING NEW STAFF AT CROSSROADS

- Youth Input, questions
- Panel Interview
- Shadowing
- Meeting 1:1 with Youth



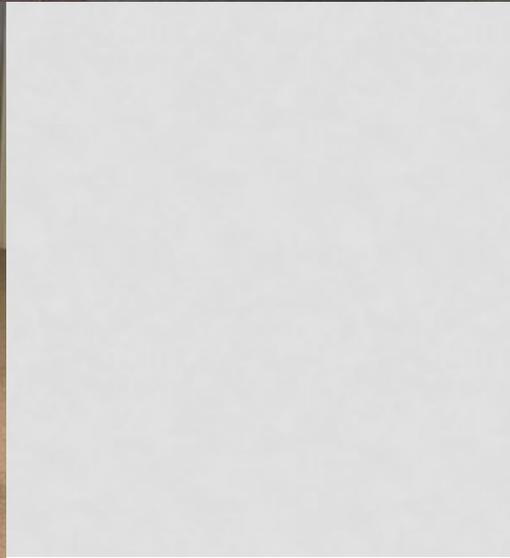
ONBOARDING/BUY-IN: CULTIVATING NEW STAFF AT CLAREMONT

- “Hire for attitude, train for skill”
- It’s not just a program to us
- Be committed to changing a life
- Give a child a chance to take another shot



CFG NEW STAFF ONBOARDING: ARE YOU BORED OR ON BOARD?

"Your employees are going to get orientated whether you plan for it or not. But if you do plan it, it's a lot more likely to be successful."

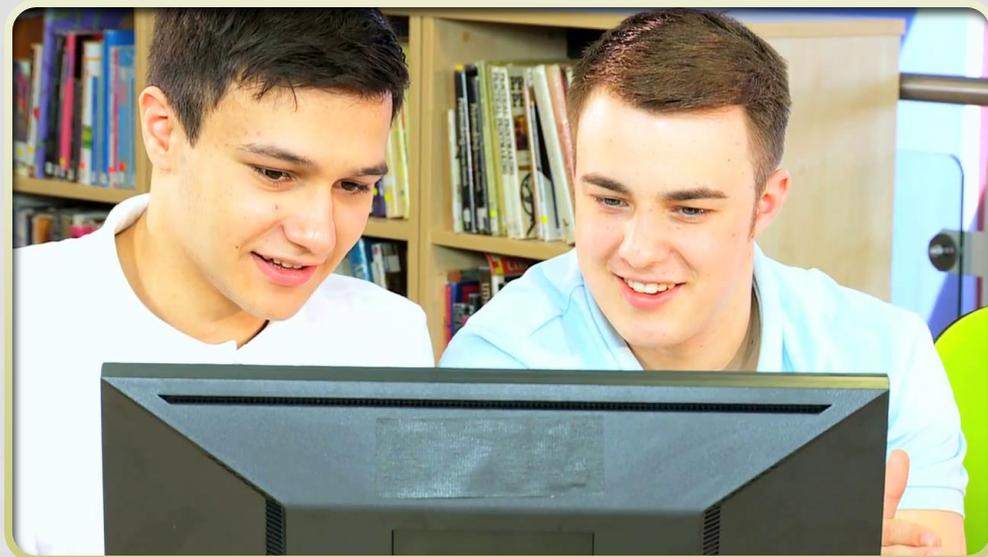


ONBOARDING/BUY-IN: CULTIVATING NEW HIRE ONBOARDING AT CFG

- Make it fun!
- Each day will kick off with a welcome and review of the day to come and will end with a wrap up of the day by the same person all week.
- The group stays together all week, regardless of their position or program.
- New modules: NJ System of Care, 6 Core Strategies, Caregiver perspectives & Customer Service, Trauma Informed Care, observations/shadowing
- Staff will “own” their module and will block the times of the training twice a month. Everyone plays a role.

ONBOARDING/BUY-IN: CULTIVATING BUY-IN FOR EXISTING STAFF AT CLAREMONT

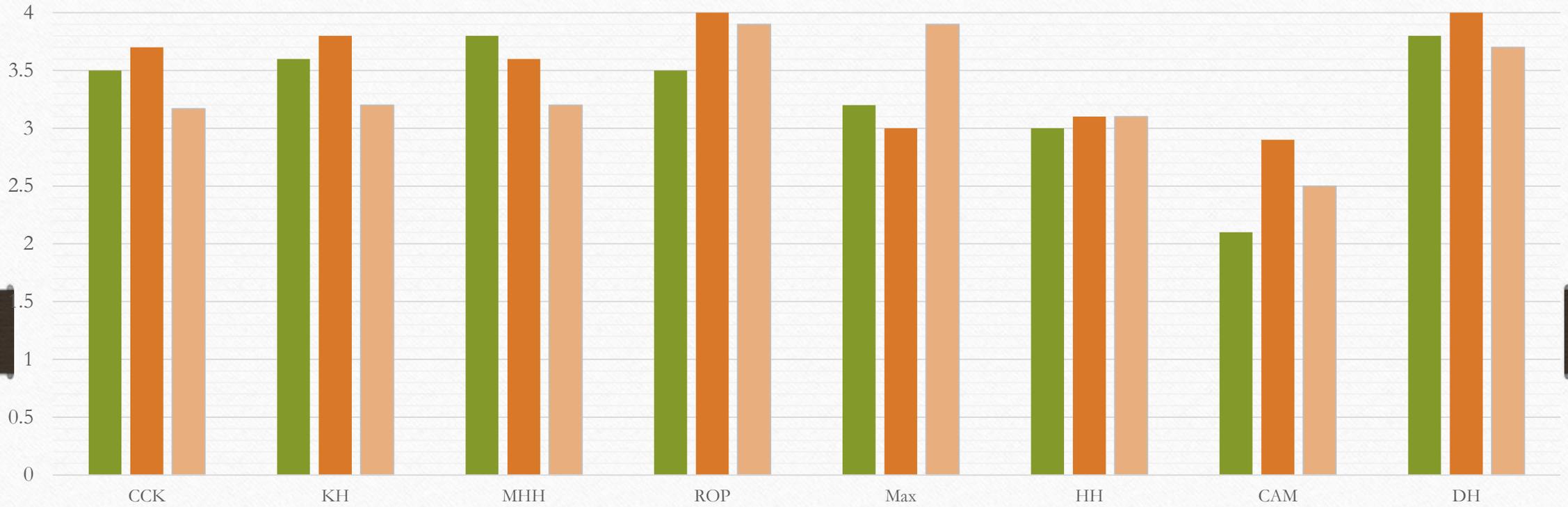
- Mentor Not Monitor
- Individualize/Normalize
- Modeling



ONBOARDING/BUY-IN: CULTIVATING BUY-IN FOR EXISTING STAFF AT CFG

- Modeling on the floor by leadership and team champions: “It’s exhausting but a good kind of exhausting” – helping to destigmatize the Tap Out
- Need to invest in more frequent supervision in a timely manner and in the moment
- Constantly give opportunities to try and recognize it’s hard work
- Creating space to listen to staff – sharing successes but also sharing when things don’t go as planned

Crossroads Buy-In for Existing Staff - NHA Staff Satisfaction



- Taught NHA
- Encouraged to Give Recognition
- Clear Standards

Onboarding/Buy-In: Cultivating Buy-In Strategies For Existing Staff at Crossroads

Staff

**Staff meetings agenda start With
Recognition of what's going well**

**NHA training (orientation, Quarterly Six
hours, monthly staff meetings)**

NHA Nuggets emailed agency wide Monthly

At least Annual Agency Wide Refreshers

Supervision

Use NHA stands in SUPERVISION With Staff

Use in Email communications

**Cause for Applause In Programs and
Agency wide Recognitions**

**Challenge Leadership/STAFF To embrace
NHA Concepts**

In Program

Incorporate into program manuals

**Train parents and youth in the NHA language
and recognize use**

Start CFT MTG with Recognitions

Recognize their use of it

**Display outcomes in storyboards in the homes-
Discuss with youth and staff**

**Visual reminders throughout the homes (Hearts,
GEMS)**

Identify your NHA champions and recognize them

WHEN STUCK: OVERCOMING PLATEAUS AT CFG

Increase the intensity of therapeutic hold debriefing for youth and staff, created a training, policy and process for debriefing daily:

- Debriefing of youth with staff involved in ESI
- Debriefing of youth with Clinical Staff
- Debriefing of staff by Program Director

Moving onward to the next big thing, while realizing this environment is very fluid, fast moving, and intense!

WHEN STUCK: OVERCOMING PLATEAUS AT CROSSROADS

- NHA Nuggets
- Agency wide emails & Sending Reminders
- Revised “Cause for Applause”
- Stand firm being relentless in energizing success

WHEN STUCK: KEEPING EVERYONE TOGETHER AFTER AN INCIDENT AT CLAREMONT

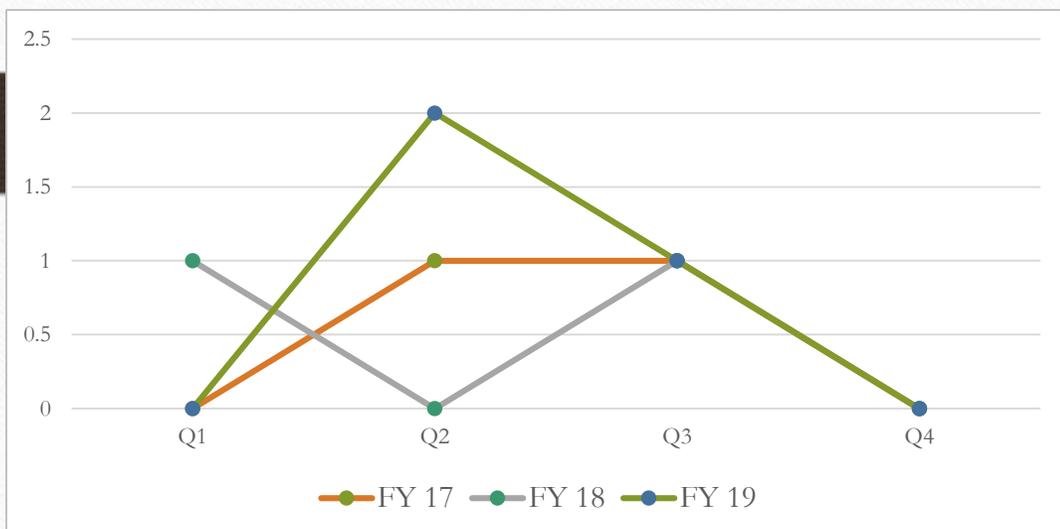
- Thinking One Step Ahead
- Being Creative
- Doing Whatever it Takes



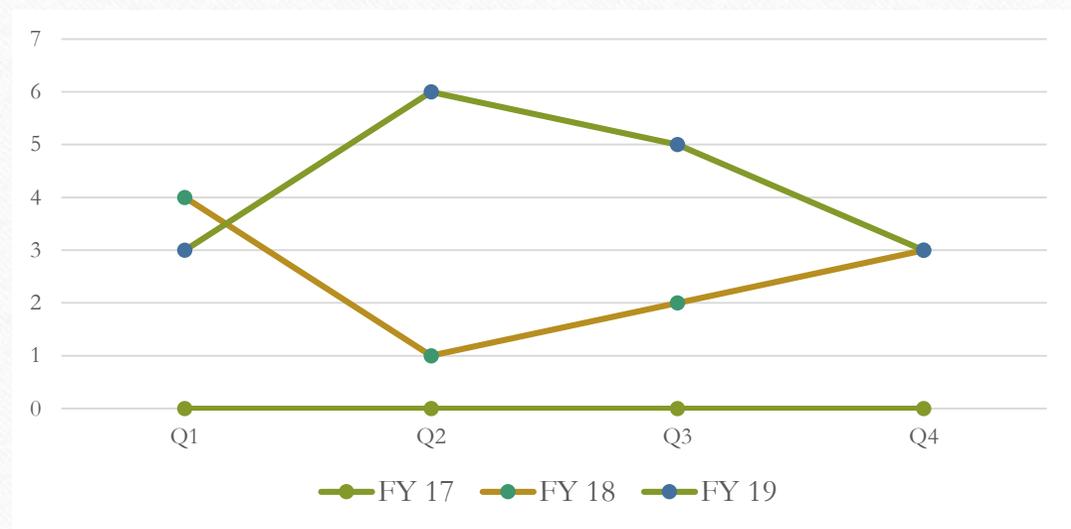
When Stuck: Keeping Everyone Together

After Incident Trends Crossroads

Property Incidents



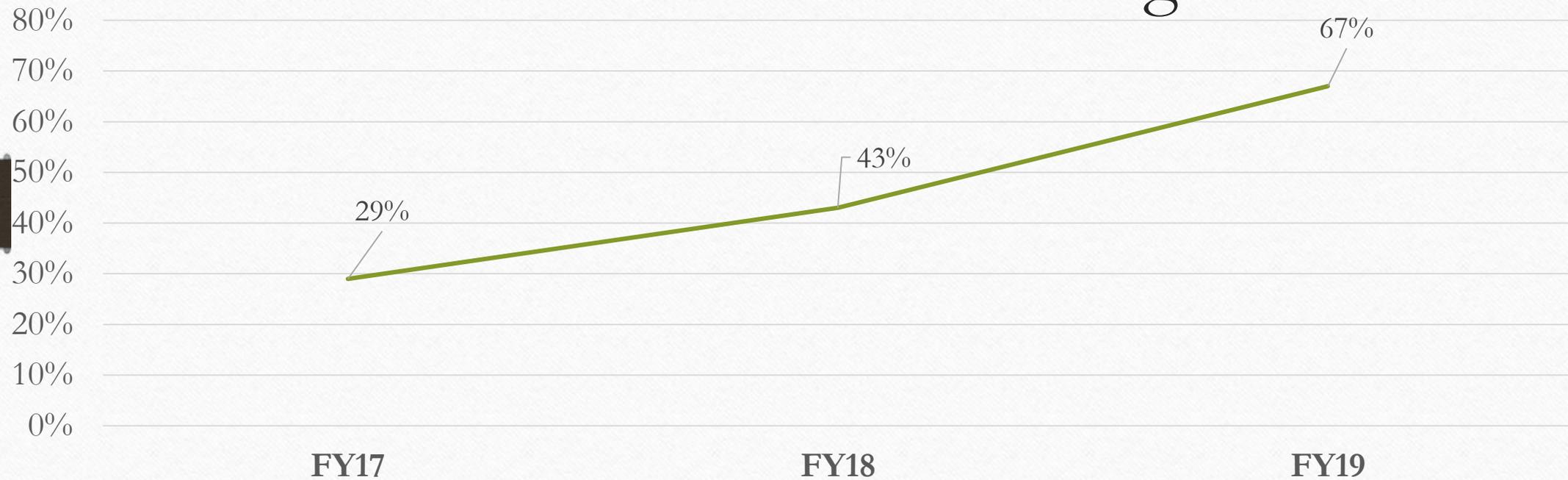
Police Calls



WHEN STUCK: KEEPING EVERYONE TOGETHER AFTER INCIDENTS AT CFG

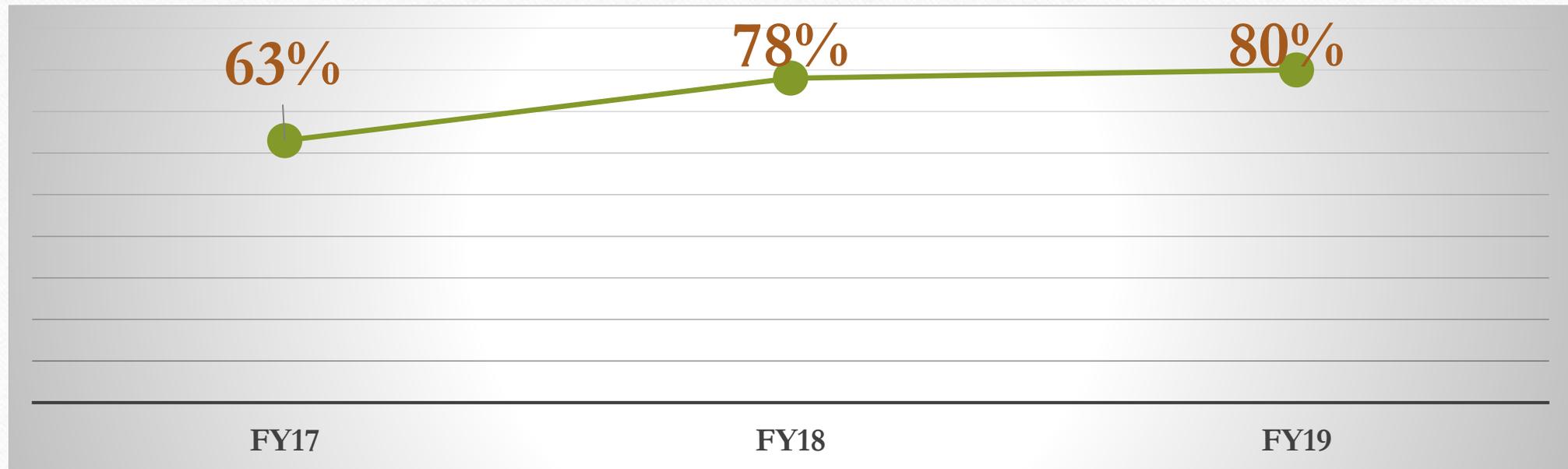
- When Tested - Debriefing to ensure staff feel not just like getting assaulted is, “a part of the job” but a serious matter
- Uncover underlying issues
- Decide what to do
- Take Action

Crossroads Successes/Outcomes: Staff Satisfaction with Recognition



Crossroads Successes/Outcomes

Youth Progress on Emotional/Behavioral Goals



CLAREMONT'S SUCCESS:

AN OUTCOME STORY

*“NO ONE IS PERFECT, BUT WE
AT CLAREMONT ARE
PASSIONATE ABOUT, AND
FULLY COMMITTED TO,
WORKING TOGETHER TO
ENSURE PROGRESS.”*



CFG - Successes / Outcomes

- **Overall with Staff:**
 - Staff feeling more creative and empowered
 - Staff taking youth out in the community more
 - Less on-call phone calls
 - Staff report enjoying their job more
- **Overall with Incidents:**
 - Holds down overall
 - KIT program incident free month

SUSTAINING THE CHANGE!

- **Crossroads:**
 - Overall Enhancing Family Voice In a Multitude of New Ways
 - Refresher trainings
- **CFG:**
 - Continue to Reduce Holds
 - NHA Booster Trainings
 - Maintaining the Debriefing Process Daily
- **Claremont:**
 - Communication
 - Consistency
 - Clear and Predictable Flow



QUESTIONS