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.”
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...
AND INDIVIDUALIZING CARE AT MOUNT HOLLY HOUSE
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
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 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

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<thead>
<tr>
<th>Staff</th>
<th>Supervision</th>
<th>In Program</th>
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<tr>
<td>Staff meetings agenda start With Recognition of what’s going well</td>
<td>Use NHA stands in SUPERVISION With Staff</td>
<td>Incorporate into program manuals</td>
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<td>NHA training (orientation, Quarterly Six hours, monthly staff meetings)</td>
<td>Use in Email communications</td>
<td>Train parents and youth in the NHA language</td>
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<td>NHA Nuggets emailed agency wide Monthly</td>
<td>Cause for Applause In Programs and Agency wide Recognitions</td>
<td>and recognize use</td>
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<td>At least Annual Agency Wide Refreshers</td>
<td>Challenge Leadership/STAFF To embrace NHA Concepts</td>
<td>Start CFT MTG with Recognitions</td>
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<td>Recognize their use of it</td>
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<td>Display outcomes in storyboards in the homes-</td>
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<td>Discuss with youth and staff</td>
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<td>Visual reminders throughout the homes (Hearts,</td>
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<td>Identify your NHA champions and recognize them</td>
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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

- FY 17
- FY 18
- FY 19
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

- FY17: 29%
- FY18: 43%
- FY19: 67%
Crossroads Successes/Outcomes
Youth Progress on Emotional/Behavioral Goals

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<tr>
<td>Progress</td>
<td>63%</td>
<td>78%</td>
<td>80%</td>
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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