

OVER PLACED AND UNDERSERVED:

STRATEGIES FOR MOVING FROM RESIDENTIAL RELIANCE TO COMMUNITY INTEGRATION

Building on Family Strengths Conference
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Debbie Manners, Executive VP Programs
Shawn Thiele, AVP Wraparound and SOC
Joe Anne Hust, AVP Peer-to-Peer Support



HATHAWAY-SYCAMORES

- ✘ Large Children's Provider in Los Angeles
- ✘ Serve 10,000 children and families each year
- ✘ Full Service programs

CHILDREN'S VILLAGE

- ✘ 98 beds, referrals from DCFS, DMH, Probation
- ✘ Located in the Los Angeles Forest
- ✘ Twenty Minutes from the freeway-over the river and through the woods
- ✘ Cecil B. De Mille ranch bequeathed to the agency to serve orphans
- ✘ Rich history

WHY WOULD WE CLOSE?

- ✘ Needed greater family access and involvement
- ✘ Wanted community based options
- ✘ Environmental hazards-floods and fire
- ✘ Very expensive and losing money
- ✘ Low referrals
- ✘ Program not achieving good outcomes
- ✘ Same youth as in residential were living home in community

CHANGE

- ✘ Treatment Philosophy at odds with Practice
 - + Wraparound
 - + View Residential as an intervention rather than a placement
 - + Family fully involved as equal partners
- ✘ Environmental conditions
 - + County moving away from bed use
 - + Funding shift to community based programs
 - + Cost of Living Allowance – no rate increase in past 6 years
 - + Community Care Licensing – not allowing for fluid services in and out of residential

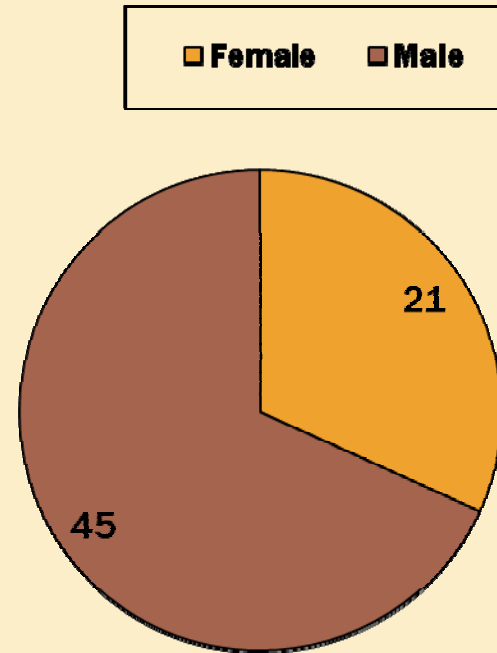
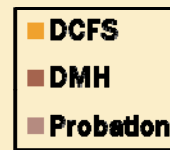
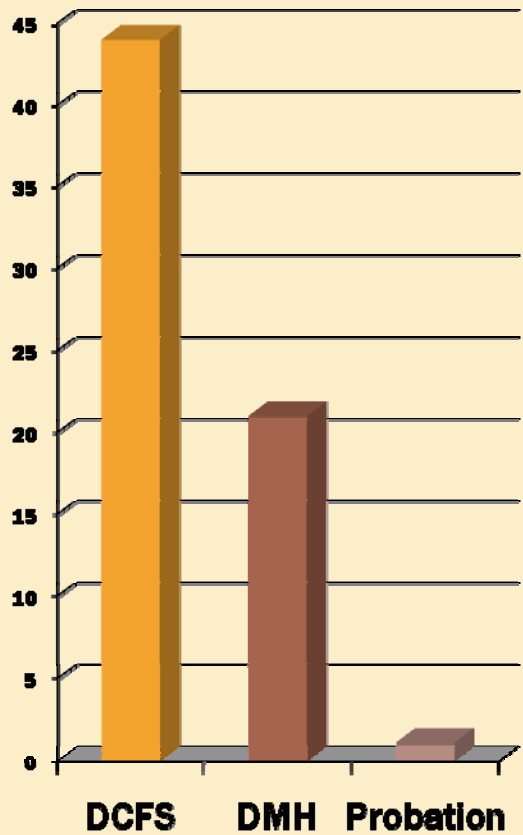
FUZZY LOGIC

- ✘ Ask if initial conditions met
 - + Answer dependent on who queried
 - + Initial conditions not specified at enrollment
- ✘ Original decision to place
 - + Not clear about intervention needed
 - + Not time specific

WE BECAME CLEAR ABOUT...

- + The purpose of the placement
- + Families involved and participating
- + Type of interventions needed
- + Desired outcomes
 - × How will we know when we are there?
 - × When is it “good enough?”

DEMOGRAPHICS AT TIME OF ANNOUNCEMENT



66 Children remaining

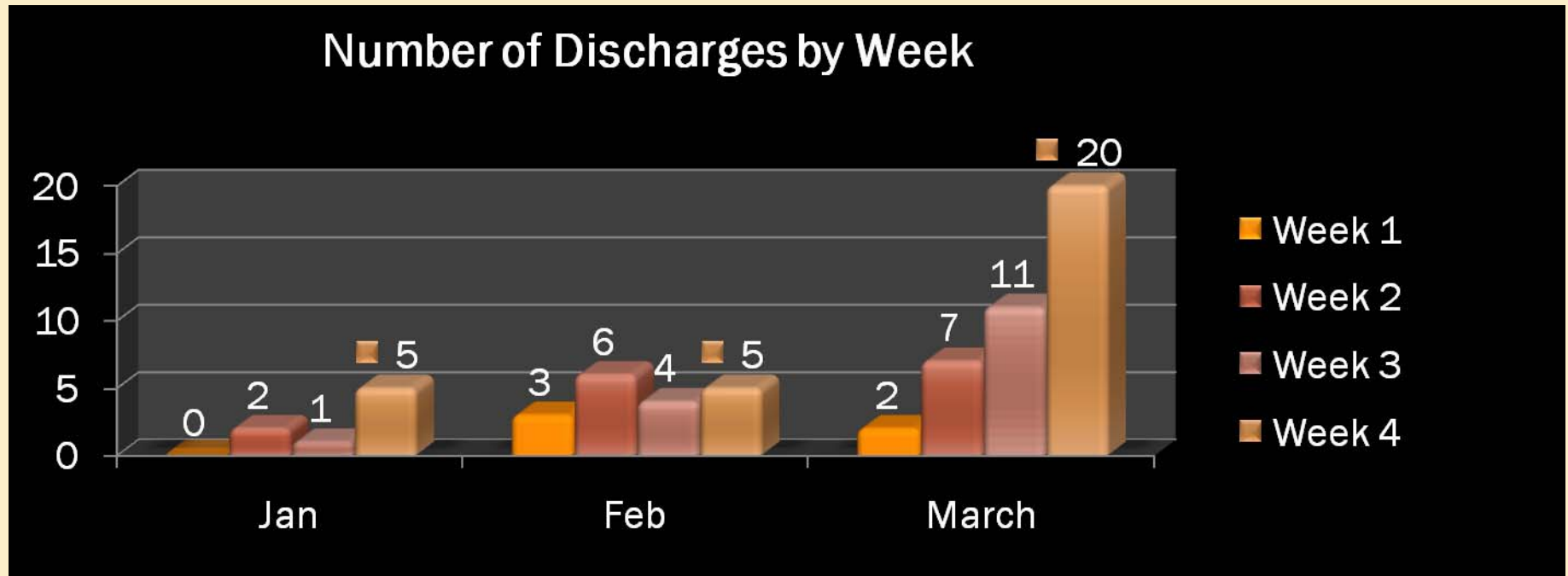
Average age 14, but ranging from 8 to 18

ESTABLISH THE GOAL POSTS

MEAN WHAT WE SAY...

- ✘ Started with: June 30 at latest
- ✘ Second week of March: Moved the date to April 1
- ✘ Management clearly communicated firm closure date
 - + Avoid the “last child in residence” syndrome
 - + Repeat the date as a non-negotiable
- ✘ Seven day notices as a “nuclear option”

ESTABLISH A SENSE OF URGENCY



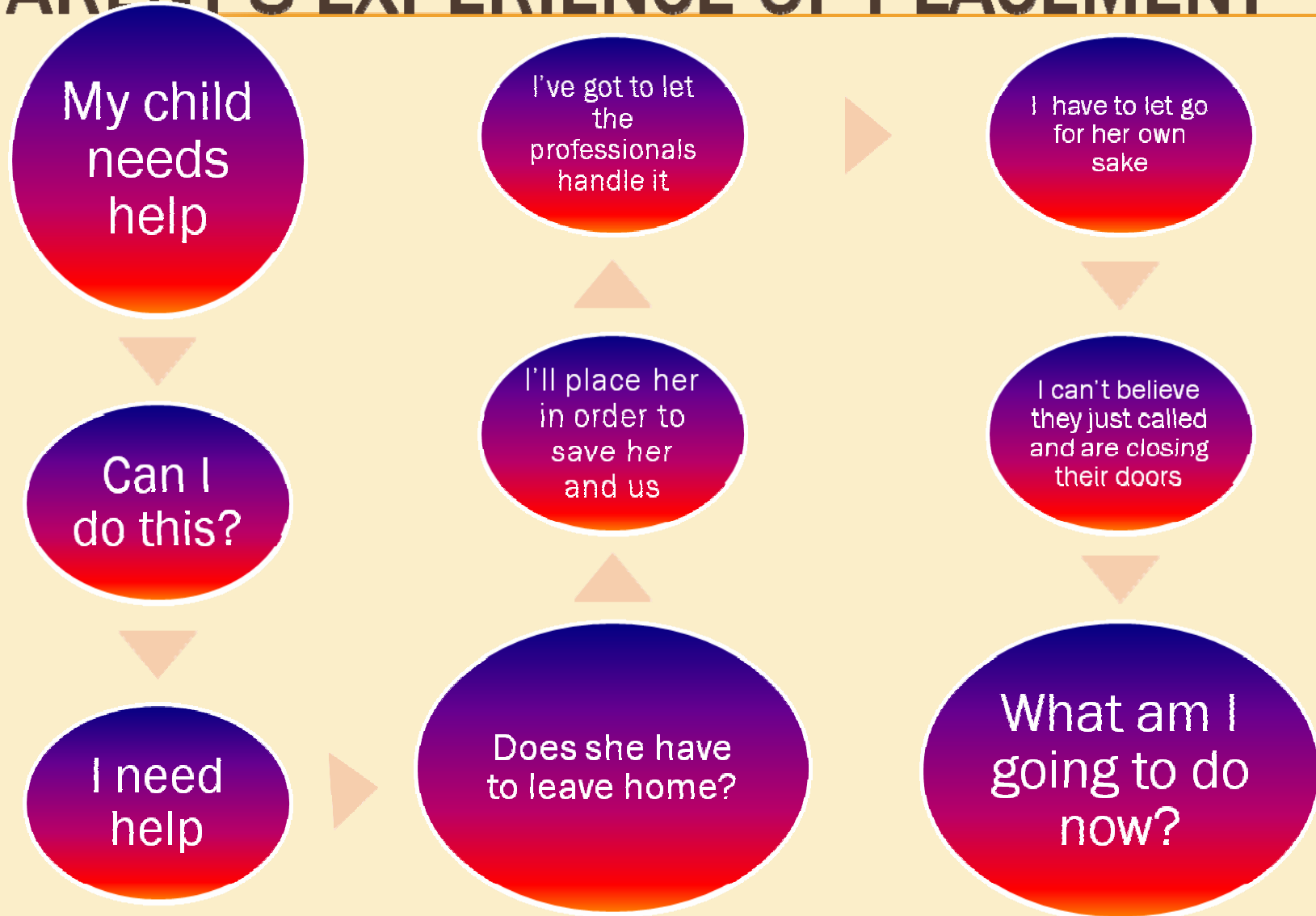
IMPLEMENTATION STAGES...

- ✘ Stage One: Setting the Stage
 - + Families and staff need time
 - + Getting used to the idea
- ✘ Stage Two: Planning
 - + Line up resources: staff, practices, procedures, communication
 - + Desired outcomes
- ✘ Stage Three: Blast Off
 - + Begin process of setting non-negotiables
 - + Let it sink in but not for too long
 - + Call and support families
 - + Open the dialogue
- ✘ Stage Four: Embark, Execute, Evaluate
 - + Begin the “going home” rituals (teams, plans, family buy-in, county involvement)
 - + Implement the activities
 - + Modify based on the non-negotiables
- ✘ Stage Five: Review and Assess
 - + What did we learn?
 - ✘ Timing is important
 - ✘ Establish the goal posts
 - ✘ Bring Parent Partners into the process

MANAGING THE DETAILS

- ✘ Individualized Education Plan (IEP)
- ✘ Team Decision Making
- ✘ Twin beds
- ✘ Fingerprints
- ✘ Resources
- ✘ Getting transcripts together
- ✘ Managing the staff day by day
 - + Buy in or step out
- ✘ Backup plans
 - + Difficult
 - + Different agendas-job corps versus home
- ✘ 7 day notices
 - + Mobilized county
 - + Increased pressure

PARENT'S EXPERIENCE OF PLACEMENT



THE OTHER SIDE OF THE TABLE: THE FAMILY'S PERSPECTIVE

✘ Upon Entering Residential

+ Parents may feel

- ✘ Relief that their child is now safe
- ✘ Sense of accomplishment in getting their child to the “right” place
- ✘ Confident that their home life can be maintained without unpredictable and unsafe behaviors
- ✘ Inadequate they couldn't accomplish this without 24 hour residential placement support
- ✘ Embarrassment or guilt that they do feel relieved

THE OTHER SIDE OF THE TABLE: THE FAMILY PERSPECTIVE CONTINUED

- ✘ Parents who may be catching their breath, feeling confident that their child is getting treatment, dealing with their guilt at the decision to pursue placement, accepting the loss of control in seeking treatment
- ✘ Now you are told that the placement is closing two weeks after admission
- ✘ What would your reactions be?

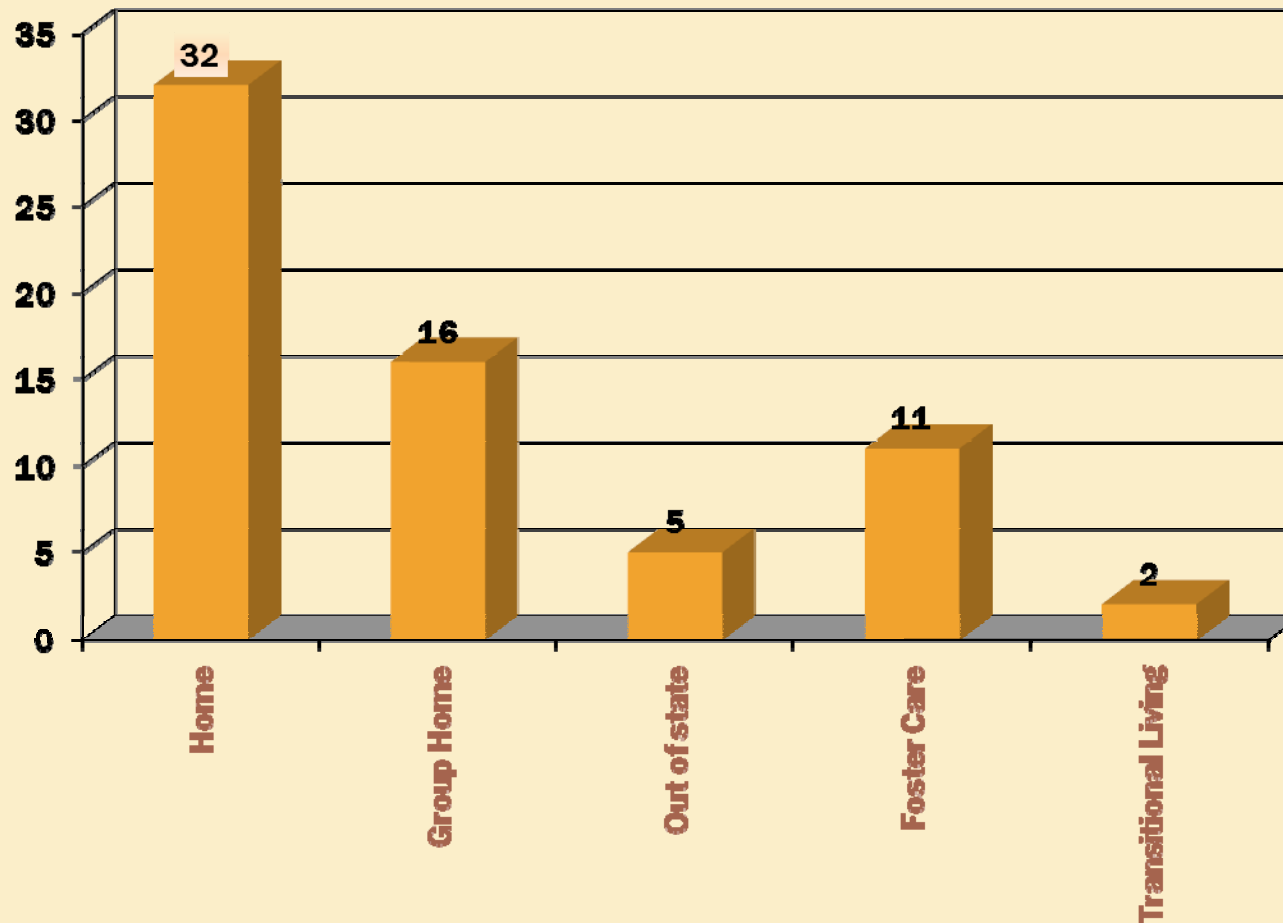
WHAT WE THINK WE KNOW...

- ✘ Children can be moved quickly when needed
- ✘ Community supports can be utilized to transition children from placement to home
- ✘ Clear cut deadline for transition helps the work happen more efficiently
 - + A sense of urgency can mobilize staff, families, and communities to action
- ✘ Parent Partners seem to associate with moving home and achieving permanency

PARENT PARTNERS

- ✘ Utilized from day one
- ✘ Used in a variety of roles
 - + Consultation with Residential Social Workers and Clinicians
 - + Community development
 - + Family locating and engagement
 - + Attending team meetings
 - + Used personal stories as an engagement tool with county and other system stakeholders
 - + Training for residential staff
- ✘ Delivered news to families
- ✘ Increased family engagement in presence of Parent Partners
- ✘ Increased likelihood of returning home

WHERE CHILDREN WENT



75 % of those returning home had Parent Partner involvement

PARENT PARTNER DATA

- × Parent Partners worked with 35 families
- × 24 of home to family
- × 75% of those that went home had Parent Partners involved
- × Parent Partners increased likelihood of children going home
- × This is an area that warrants future research

INFORMAL SUPPORTS: A VITAL ROLE

- ✘ Going to Team meetings is not enough
 - + Warm bodies not enough
- ✘ Must be fully involved and participating in providing support and taking on tasks
 - + Interventions

LAYERS OF WORK

- ✘ Pick a consistent treatment philosophy –
 - + Children in the context of family, home, school and community
- ✘ Choose a goal/mission
 - + Young people go home
- ✘ Gather and line up resources
 - + Context counts: Collaborate with the County – DCFS, DMH, LAUSD
 - + Figure out how to manage residential during the transition
 - ✘ Keeping personnel, children and facility afloat during shut-down
 - + Acknowledging the family’s perspective
 - ✘ Line up resources to communicate family view in the midst of all of this
 - + Stay on the details
 - ✘ Manage communication flow from all perspectives
- ✘ Modify, Modify, Modify
 - + 6months to 75 days to 30 days
 - + Move with direction and urgency
 - + Authorize implementers to speak for the agency
 - + Warn upper management of “incoming missiles”

END?

- ✘ The work begins
- ✘ Keeping families together
- ✘ Continue moving children from Village now in foster care home to family and community

“The difficult I’ll do right now.
The impossible will take a
little while.”

TIME MATTERS

Billie Holiday
Lyric by Bob Russell

QUESTIONS?

debbiemanners@hathaway-sycamores.org

shawnthiele@hathaway-sycamores.org

joannehust@hathaway-sycamores.org