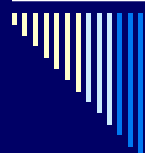


Hathaway-Sycamores Residential Transformation:

A Parent's Perspective

Joe Anne Hust
Marlborough, MA
October 29, 2010



Changing the Metaphor of Help A Parent's Perspective

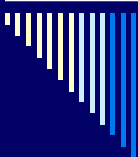
Best Practices vs. Real Practice

- High levels of family involvement
 - Restrict family contact
- Building skills that transfer home to school, and community for life
 - Focus on milieu appropriate behavior
- Follow along care or aftercare
 - Referral to community based provider
- Short lengths of stay
 - Long lengths of stay



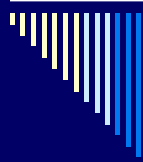
A Case for Change: the facts

- We realized children in Wraparound were not so different from children in residential
- Research not impressive on long lasting impact after discharge
- Length of stay increasing, fewer children going home
- Wraparound changed everything
- But...hiring parents changed it more



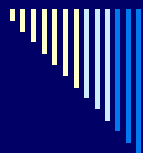
Hiring parents created a sense of urgency

and we no longer could do business as usual.



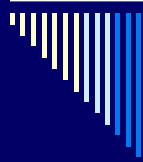
Develop Policies and Procedures to Support Change

- Embrace Wraparound/System of Care values
- Integrated Plan of Care- One child, one family, one plan
- Universal intake and engagement process
- Hire large numbers of parents
- Rewrite the role descriptions and implement directive supervision
- Change HR practices
- Rework all training curriculum
- Create strategic alliances of parents and leaders
- Focus on outcomes



Change Initiative Priorities

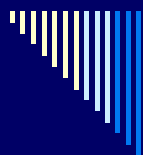
- Increase family involvement both in children's treatment and within the agency
- Focused on all practice-strength based, needs driven, culturally responsive, family driven
- Residential as an intervention rather than a placement
- Decrease beds
- Increase community interaction
- Embraced best practices



Parents as Change Agents in a Provider Agency

- Parent Partners made it personal
 - Put a face on “those parents”
- Parent Partners create a case for urgency
 - Focused us on achieving outcomes sooner not later
- Parent Partners create a case for precision
 - Allowing us to provide the right service and support to really meet the challenges faced by families we serve

7



What Has Hathaway-Sycamores Done around Family Involvement?

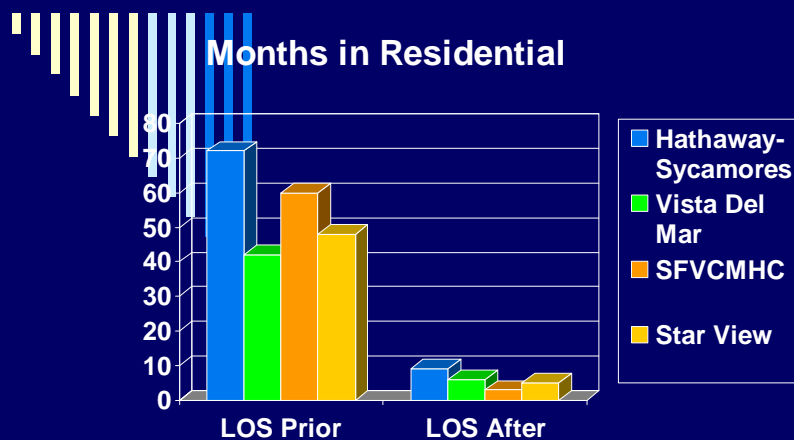
- Thought about it differently
 - From parent as participant to fully equipped partner
- Hired Parents across all programs and be clear about their roles
 - Provide agency orientation to new staff
 - They are involved in hiring
 - Director participates in Executive Leadership team
- Today
 - Director of Parent Partnerships
 - 40+ direct parents partner positions
 - Parent on Board of Directors

ResWrap Pilot

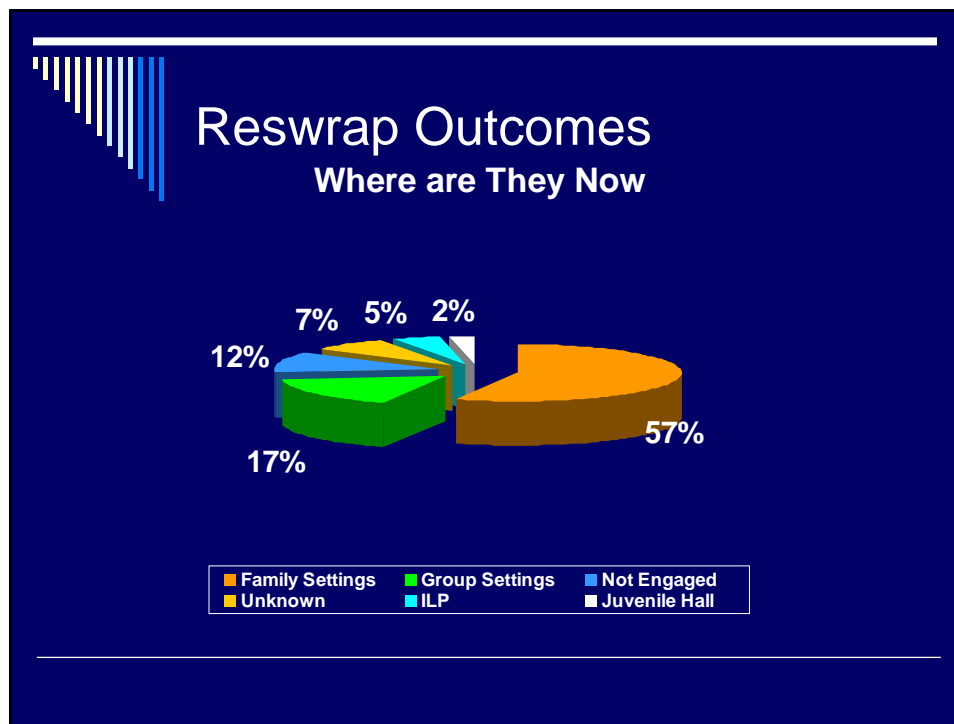
- Child & Family team including informal supports from day 1
- Families as full partners
- If no family, find them –utilize Family Finding technology
- Residential staff address initial reasons for youth coming to care by reducing barrier behaviors
- Parent Partners
- County representative buy in is essential
- Engagement and agreement on the planning and decision making process
- Follow-along, post discharge Wrap services

9

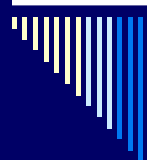
Reswrap Outcomes



10

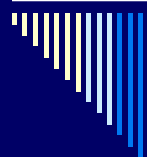


- ### Part II: The Village
- 98 beds, referrals from DCFS, DMH, Probation
 - Located in the Los Angeles Forest
 - Twenty Minutes from the freeway-over the river and through the woods
 - Cecil B. De Mille ranch bequeathed to the agency to serve orphans
 - Rich history
 - Film Ten Commandments
 - Julie Andrews financial contributor
 - Founders ashes buried on property



Why Close the Village?

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



What We Did...

- Utilized Wraparound staff, including parent partners
- Partnered with DMH & DCFS
- Parent partners delivered news to families as leadership informed staff
- Engagement smoother with addition of parent partners
- Parent partners made it real for residential staff
- Better outcomes when parent partners involved



What We Learned

- It's not easy
- Requires a deep commitment to change
- Requires significant programmatic and personal turmoil
- Involves a complete cultural overhaul of the agency-and it's not done yet
- Hiring parents changes everything



Questions?

joeannehust@gmail.com