

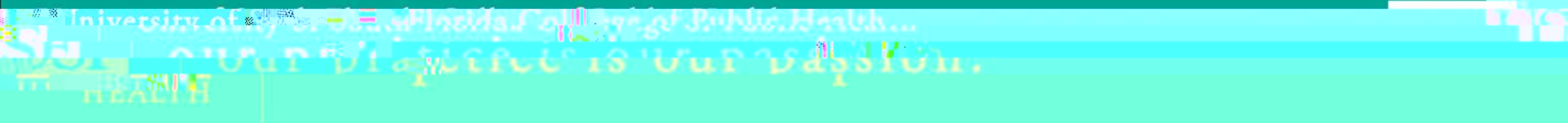
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Hillsborough County Children's Services

1. Hillsborough County Children's Services (n.d.). About the Children's Services Division. Mission and Vision. Retrieved from <http://hillsboroughcounty.org/childrensservices/>



Hillsborough County Children's Services

Serves

experiencing:

- Mental health and substance abuse disorders

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Child in Need of Services/Families in Need of Services Programs (CINS/FINS):

Residential Group Care (RGC) Program³

- Dependent youth ages 11-17 who cannot remain safely in their home
- Services:
 - Therapeutic Behavioral On Site Services (TBOSS)
 - Medical and nutrition
 - Case Management
 - Behavioral Analysis
 - Recreational Therapy
 - Independent living skills
 - Educational and vocational certifications

3. Hillsborough County Children's Services (n.d.). Residential Group Care. Retrieved from <http://www.hillsboroughcounty.org/index.aspx?NID=1045>

Recent Changes at Children's Services

- New directors
- Initial implementation of evidence-based programs
 - Seeking Safety, Trauma-Focused Cognitive Behavioral Therapy, Brief and Strategic Family Therapy
- Policy and procedure revisions
- New hires (New hiring requirements)
- Terminations
- Evolving population of youth served
 - Increased trauma

Purpose

- Evaluate constructs of organizational readiness for change
- Assess suitability of interventions for the population served within the different programs
- Investigate implementation facilitators/barriers to ease the transition process
- Explore the impact of organizational climate on sustainability of the newly adopted EBPs

Research Questions

1. Are these evidence-based programs appropriate or inappropriate for the population served, as well as within different service settings (i.e. residential, outpatient)?
2. Are more experienced, long-term employees less enthusiastic about change, less willing to change, and do they perceive more barriers to change?
3. Does leadership have a different perception of the change process than staff?

Qualitative Methodology and Procedures

- 23 participants
- In person and telephonic

Who Did We Talk To?

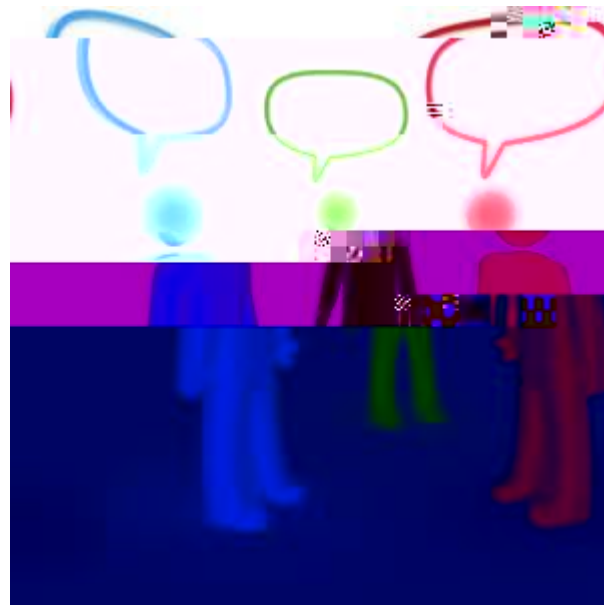
- 6 direct care staff members (tenured and new)
- 5 clinicians
- 2 directors
- 2 administrators
- 2 county analysts
- 2 RSCs
- 2 nurses
- 1 manager
- 1 case manager

Topics Covered

- Staff attitudes
 - Organization's past, present, and future
 - Clientele served
- Organizational climate
 - Incentives
 - Expectations
 - Morale
- Leadership support
 - Resources
 - Time

Topics Covered:

KEY FINDINGS





Perceptions and Attitudes

- Staff is displaying behaviors that show their lack of commitment and engagement
- The staff have had enough trainings to know how to do their job effectively
- The staff is not dedicated to the work or the clients
- Administration does not respect their expertise and is losing out on years of institutional knowledge
- Trainings are irrelevant or inappropriate for their day-to-day tasks
- The clients are the reason for the job and their work

Barriers to Implementation

- Difference of perception amongst staff contributes to unclear, ineffective communication
- Miscommunication breeds lack of cohesion and inconsistency
- Perceived lack of support contributing to low morale
- Beliefs that EBPs do not fit with population served or inadequate time with client to be useful
 - (e.g. client without family unsuitable for BSFT)
- Insufficient, formalized training with EBPs
- Lack of follow through on EBPs introduced

Facilitators to Implementation

- Recognition of other the 7 Dimensions of Wellness and 6 Pillars of Character (Concurrent EBP programming)
 - Felt these were great to use with the youth
- Protective factors among staff members
 - Positivity, spirituality/faith, and self-starting attitudes
- Willingness of clinicians to provide mentorship to direct care staff to create an inclusive environment

Suggestions for Improvement

- Physical and structural changes to improve communication issues
- Explaining the contractual obligations to increase effectiveness and accountability
 - Develop big picture understanding
- Clinical support and supervision for all employees would create a more cohesive treatment structure
- Continual employee recognition to boost morale
- Let go of the outcome!

Post-study Outcomes and Goals

- Changes already instated within the organization
 - (e.g. consistent staff members in cottages)
- Follow up with staff to determine how they've changed as a result of this research project
- Post-interview debriefing for staff to avoid re-traumatization and offer support

Limitations to Current Study

- Paranoia/fear, hypervigilance, lack of trust
- Constructive confrontation
- Scheduling
- Sample size
- Gossip and/or prepared responses
- Accuracy of capturing different themes

Future Research Opportunities

- Anonymous surveys for employees to further gauge openness/willingness to change
- Evaluate Practice-Based Evidence
- Exit surveys for children and families involved in Children's Services to determine external perspectives
- Secondary data analysis to find correlates with successful client outcomes

Implications for Translational Research in Adolescent Behavioral Health

- Similar issues in other social service settings
- By demystifying the organizational barriers, Children's Services can provide constructive feedback and set an example for other agencies
- Trickle-down effect between clients and staff
- "Therapeutic reflection" interviewing technique to examine long-term trauma could be helpful to staff retention and continuity

"The people here are very dedicated- that is one of the big draws for me."

"There isn't an individual in this building that big draws for

References

1. Hillsborough County Children's Services (n.d.). About the Children's Services Division. Mission and Vision. Retrieved from <http://hillsboroughcounty.org/childrensservices/>
2. Hillsborough County Children's Services (n.d.). Children in Need of Services (CINS)/Families in Need of Services (FINS) Retrieved from <http://hillsboroughcounty.org/index.aspx?NID=1046>
3. Hillsborough County Children's Services (n.d.). Residential Group Care. Retrieved from <http://www.hillsboroughcounty.org/index.aspx?NID=1045>

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Questions

