



LISTENING FORUM WITH SEVERAL JPPOs WHO HAVE SERVED IN A VARIETY OF ROLES AT OYA

What is your view of the direction that OYA has taken in the last three years in regards to treatment approach?

- Worked at OYA since 1987. Security, SITP, Geer 5, JPPO. Used to do process groups, role play, cog. Wish there was some way to intertwine the two. Teaching these kids basic skills is okay but sophisticated youth won't buy into it.
- 19 years at OYA. 14 years at MacLaren, was treatment manager, now JPPO.
- We have the CBT and EBP tools. It would work much better if consistency was present. Delivery is not great; implementation is sporadic. When we started EBP, all the off-site work crew activities were stopped. The kids did not have much incentive to comply. I came in and retrained everyone.
- Any approach to treatment of the kids with a cookie cutter approach is not effective. There are kids who can recite the entire training book back to you and yet they get themselves back into trouble one week after release. I am also concerned that we are teaching some criminal-minded kids social skills.
- In the past, individual and group therapy were big components of our treatment approach. Holding your peer accountable was also a main component.

What is your assessment of the effectiveness of CBT, COB, and ART Groups, as well as Skill Cards and CBA; also, the CPC audit process?

- We have ART and COB for up to 20 weeks. Youth complete these and then sit around and do nothing. We could work on empathy, giveback, mentoring the younger kids, and bringing youth back to mentor other youth. Kids are much more likely to listen to other kids than staff, yet some staff resist the idea. CPC audit process: Some units score high but don't get the results. Some units that are honest don't score well; there is manipulation in the process.
- ART is good. We've never had an anger management program. We do need to be careful with the sex offenders so that we are not developing socialized sex offenders.
- CPC can be valuable depending on who is doing the review.
- A lot of treatment is delivered by inexperienced staff.
- CBT is good. Teaching kids social skills is something that was missing but it should not be stand alone.

- I was trained to do ACT, COB, etc., and I bought into them.
- CPC is a good tool and a good idea but one could score great on CPC and still not do the things required. It is a great idea but has a flawed system; the BS's win.

What do you believe is the youths' perspective toward the effectiveness of the current treatment programs?

- I don't think they have a positive perspective because they are resistant to going to school. Some line staff end up running the groups and they have not been trained properly. Fidelity check is an effective tool but both staff and youth get nervous about the extra person being in the room so you don't get the true picture. I like the tool but there should be a more effective way to do this.
- Depends on how motivated the kid is to change. Is it enough to get them ready to reintegrate into the community? The kids like the new stuff since it is easier but it does not go deep enough.

What do you believe have been the best features of the new direction that the Program Office has promoted? What features cause you concern?

- The concern is the disconnect between good ideas on the floor and the Central Office. Each office does their own thing. It is a good thing that you are having conversations and allowing people to have input.

What is your view of the amount of time that is devoted to paperwork vs. direct treatment services by TMs, UCs and QMHPs?

- There is a lot of paperwork. I don't disagree with it but it takes time away from the youth. The youth need more time in order to let their guards down and begin to share; need to spend more time with the youth.
- I think those folks should have an equal split. It really helps for the TM to be on the floor. Paperwork infringes on the time with the kids. TM should look over the entire process and insure fidelity. Qs should take more of a lead.
- Paperwork has always been an issue. No report ever goes away; just more added.

How would you assess your morale as a staff person in the last three years?

- Morale has not been good but that is mainly due to staff who are resistant to change and individual attitudes. Some staff don't want to run groups.

- The last six months have been great. Not having to supervise others is a relief. Got fed up with following directions while others did not. Most damage was done when MacLaren was left leaderless for two years. Union staff had much more information than managers. I still see some of the same things. Mike and Joan have been doing great.
- I was quite discouraged for a while. Morale, agencywide, seems to be improving. The Mike Boyles case really took a shot at our office and OYA did nothing while all kinds of false information was portrayed by the media (example: JPPOs pick their own case load).
- First time in 14 years anyone has asked me about my opinion.
- After Boyles, we sat down with a big workgroup to write policy. We got into so many minute details that by the third meeting there was only 25 percent of the original group left. We still see so many policies coming from the Central Office, at times two or three a week.

Do you feel that your expertise has been recognized and tapped by OYA in planning new developments? Do you feel that you have a sense of permission or encouragement to initiate or develop programs consistent with a cognitive behavioral treatment approach?

- I see some people who try to develop programs but staff need to funnel them to the youth and you don't have staff support. There is so much resistance that you end up spending more time on the staff than the youth. I don't think we have implemented the CBT stuff the right way; you can't run a group in 15 minutes. People get caught in this accountability stuff; they want to say they did it but the fidelity piece is missing.
- Central Office does not see us as a valid sounding board. We tried to voice our opinions in meetings but it went nowhere.
- The leadership is much more open than in the past and more visible.
- I did have some input and could speak my mind. I participated on numerous committees.
- Central Office does not ask for our input and when you offer it, they take it as an attack and demand proof.

How would you modify the OYA treatment approach, if at all, in order to create better outcomes for youth?

- Be a good listener; establish relationships with the youth. We are pretty good in pointing out negatives but not so good with positive reinforcements. If we do more positive reinforcement; we shape their behavior without them knowing it.
- One size does not fit all. To teach social skills to a sex offender, you make them a socialized sex offender and much more dangerous. ART has a nice approach and almost anyone can use it. Be more mindful about teaching basic skills to older and more sophisticated youth. After all, what sense does it make to teach a 22 year old how to use a telephone?

- We keep being told that we are not bed driven but we see that we are. Why do we have kids who are sent to facilities hundreds of miles away while their parents live in Portland? We see kids committed to MacLaren for a DUI.
- All of the evidence is telling us that we should not mix kids (high and low risk) together but we are still doing it both in OYA facilities and the field.
- I would like to think that we are moving in the right direction but I don't really know. Our treatment approach is a watered down modality.

Do you have any recommendations for improving morale and better involving staff in treatment?

- Like the direction. Empower the youth and give them opportunity to have some input.
- Throw in some other stuff with CBT.
- We used to do some role playing and family work which was effective.
- We used to talk about the culture and share ideas.
- More recreational activities for the kids. Recreation is more than sports; it could be music studio, reading clubs. Be creative about recreation.
- More mental health with the youth. We could easily fill 3-4 Geer 5 units.
- Education outside the facilities.
- More community beds.
- Glad to see OYA culture change and interest in our feedback.
- Supervisors should listen to staff. Look at things with a critical eye.
- Really appreciate Bobby's communication. Some staff roll their eyes but most appreciate the communication.
- I was blown away that the Deputy Director wanted to listen to me.