Los Angeles County
Probation Department

Evidence Based Practices Implementation

CIMH FFT Symposium
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BEFORE

EVIDENCE BASED PRACTICES

IN JUVENILE JUSTICE
TRAINING

- Training was specific to the population served and/or specific program/services being provided
- Most trainings were provided by an outside vendor
- Most trainings were individualized classes with no follow up training
- SDPOs provided most of the day to day training, the level of training was based off of the SDPO’s perspective, experience, and motivational level
- All DPOs, SDPOs, and Management receive 40 hours of training each year
SUPERVISION

- SDPO provided supervision specific to the operation
- Level of Supervision was determined by SDPO’s knowledge, experience, and level of motivation
- In some operations, SDPOs managed more than supervised and coached
- DPO received supervision based on SDPO’s style and level of involvement
IMPLEMENTATION

- Implementation was program and operation specific
- Implementation was based off of:
  1. program’s philosophical approach
  2. services provided
  3. needs of the probationers & families
  4. management’s involvement
  5. SDPOs knowledge, experience, and motivation level
- Not all programs and services had a Quality Assurance Component
- Not all programs evaluated outcomes from statistical (qualitative and quantitative) data
GOALS ACCOMPLISHED PRIOR TO EBP

- Large amounts of probationers and families were serviced
- DPOs and SDPOs were able to impact larger numbers of probationers and families with less personnel and training
- DPOs and SDPOs were able to have a positive impact with individual probationers based on their motivation and commitment levels
- DPOs and SDPOs were exposed to diverse trainings and varied work assignments
- DPOs and SDPOs were trained in a multiplicity of skills sets
Functional Family Therapy (FFT)
BEFORE AND AFTER FFT

TRAINING
FROM GENERAL PEACE OFFICER TRAINING TO MODEL SPECIFIC TRAINING
ONCE A YEAR TRAINING TO ONGOING TRAINING

SUPERVISION
FROM GENERAL SUPERVISION TO INVOLVED IN EVERY CASE
FROM 60-100 MINORS PER DPO TO 12 FAMILIES PER DPO
FROM SPECIAL INCIDENT REPORTS/COURT REPORTS TO CLINICAL NOTES/CLINICAL SKILLS
FROM PEACE OFFICER FIELD MANUAL TO DATA SPECIFIC MEASURES OF COMPETANCE
FROM OFFICE WORK TO LARGELY UNSUPERVISED FIELD WORK

IMPLEMENTATION
FROM GENERAL RECRUITMENT TO SPECIFIC SCREENING FOR SPECIFIC SKILLS
FROM BID LIST AND A PHONE CALL TO BACKGROUND CHECK AND PANEL INTERVIEW
PERFORMANCE EVAL BASED ON FIELD MANUAL KNOWLEDGE TO MODEL SPECIFIC KNOWLEDGE
DISCIPLINE BASED ON FIELD MANUAL TO INCLUSION OF FFT MODEL ADHERENCE
FFT & LA COUNTY PROBATION

OVER TIME

- 2008 - TWO TEAMS FORMED/CONSULTANT MONITORED
  FIDELITY/NO POLICY STANDARDS
- 2009 - SITE LEAD MONITORS FIDELITY OF PEERS
- 2010 - NEW DIRECTOR/FFT STANDARDS /UNION VETTED
- 2011 - NO CIMH CONTRACT/NO CSS SYSTEM/MODEL DRIFT
- 2012 - SITE LEAD MADE SUPERVISOR/ESCALATING
  DISCIPLINE/STAFF MOVED/ANALYST MONITORS
  DATA/OUTCOME STUDY
- 2013 - INCENTIVES PROGRAM/NEW BUREAU CHIEF
- 2014 - ALL FFT P.O.S MOVED UNDER FFT SUP/NEW DIRECTOR
FFT Measures & Probation Measures

Improve Fidelity

- DATA DRIVEN PERFORMANCE EVALUATIONS
- FFT STANDARDS UPDATED ANNUALLY
- DISCIPLINE TIED TO FIDELITY AND UNION CONTRACT
- QUARTERLY GTR FEEDBACK
- OUTCOME STUDIES PERFORMED BY OUTSIDE AGENCY
- WEEKLY QA REPORTS TO MANAGEMENT
- FIDELITY IMPROVEMENT PLANS (FFT)
- MONITORING OFFICE WORK VERSUS FIELD WORK
- SUPERVISOR’S JOB DUTIES FOCUSED ON FIDELITY SUPERVISION AND ACCOUNTABILITY
- ADMINISTRATION EDUCATED ON NEED FOR LOW CASELOAD FOR SDPO’S AND P.O.’S
- RECONCILIATION OF FFT DATA ENTRIES WITH PROBATION SYSTEM DATA ENTRIES
- QUALITY ASSURANCE CALLS TO FAMILIES
- DATA TRENDING CHARTS TO EDUCATE/ENCOURAGE STAFF AND MANAGEMENT
- JOINT STAFFING BETWEEN FFPS OFFICERS AND FFT OFFICERS
- EXPORT OF FFT TO PROBATION AREA OFFICES AND JUDGES
- WEEKLY COMMUNICATION WITH TITLE IV-E PROGRAM ANALYSTS
<table>
<thead>
<tr>
<th>Adherence</th>
<th>Competence</th>
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<tr>
<td>Supervision model: Present and accessible supervision</td>
<td>Encouraging staff to be creative, spontaneous and passionate about their</td>
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<td>Detailed feedback and encouragement</td>
<td>work with families</td>
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<td>Comprehensive teaching of the tools so that every situation has a potential</td>
<td>Developing team culture so that peers encourage peers and group ownership</td>
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<td>answer</td>
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<td>Defining expectations, Tracking the work, Documenting missed deadlines</td>
<td>Defining how individual performance influences family outcomes, team</td>
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<td>Rewards and Consequences</td>
<td>statistics, stakeholder perspectives, and the longevity of the program</td>
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<td>Accountability at every level</td>
<td>Discussing rewards of FFT when done well</td>
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<td>Working with Program Analysts/Researchers</td>
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<td>Identifying when there is not a match between P.O. and FFT program</td>
<td>Dialoguing about success, ideas for program improvement, and clinical</td>
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<td>Making necessary changes for the greater good</td>
<td>challenges</td>
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<td>Sharing success stories with upper management to aid career growth but</td>
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<td>also to disseminate ideas that work</td>
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FFT – Barriers

IMPLEMENTING EBP WITHIN THE PROBATION DEPARTMENT REQUIRES A SHIFT IN THINKING ABOUT TRAINING, SUPERVISION, WORKLOAD, DISCIPLINE, OUTCOMES AND MONEY.
LA COUNTY FFT – Solutions

RESPECT FOR BUREAUCRACY MANEUVERING, UNIONIZATION, ACCOUNTABILITY AND HIERARCHY ARE JUST AS IMPORTANT AS CLINICAL SKILLS AND DATA DRIVEN OUTCOMES.

WHEN THIS SYMBIOSIS IS REACHED, A NEW SET OF COMPLEX SKILLS EMERGES LEADING TO A SUM THAT IS GREATER THAN IT’S PARTS.

- FFT TRAINED P.O.S ARE VERY EFFECTIVE STEWARDS OF EVIDENCE BASED PRACTICES
- PROBATION OFFICERS HAVE UNIQUE SKILLS AND TRAINING THAT CAN ENHANCE FFT INTERVENTIONS IN THE COMMUNITY
- FFT TRAINED P.O.S HAVE SOMETHING UNIQUE TO SHARE WITH CBO’S, LAWMAKERS AND CLINICIANS
- FFT TRAINED P.O.S HAVE INFLUENCED FFT AND FFT HAS INFLUENCED THE LA COUNTY PROBATION DEPARTMENT
Functional Family Probation-Parole Services (FFPS)

An integrative supervision and case management model for engaging, motivating, assessing and working successfully with high risk youth and families.
FFPS – Phase Goals

Engagement & Motivation

Goals

1. Address Negativity, Blame, & Hopelessness if present
2. Create a relational focus
3. Maintain a balanced alliance with all participants
4. Help families see different more productive solutions
5. Give families a different experience

Skills

1. Match to
2. Relational Questions/Statements
3. Interrupting/Diverting Negativity and Blame
4. Pointing Process
5. Sequencing
FFPS – Phase Goals
Support & Monitor

Goals
1. Link Families to Community Resources
2. Address Risk & Protective Factors

Skills
1. Develop Family Service Plan
2. Help families eliminate barriers to services (ex. transportation, funds, etc.)
3. Communicate regularly with families & service providers
4. Assist families with developing external support systems
FFPS – Phase Goals

Generalization

Goals

1. Termination
2. Relapse Prevention

Skills

1. Identify Positive Changes (What’s Working)
2. Relate Change to Other Solutions
3. Incorporate Community Systems
4. Refer to Additional Services if Risk Factors still exist
NOW THAT WE HAVE EVIDENCE BASED PRACTICES IN JUVENILE JUSTICE

- A Philosophical approach is defined.
- The Target Population is the Family not the youth.
- The focus is on Sustainable Change.
FFPS - TRAINING

- Three 2 day trainings over a period of a year focusing on the 3 Phases of FFPS
- Weekly consultation calls with FFPS Consultant 1\textsuperscript{st} & 2\textsuperscript{nd} year
- Booster Trainings once a year
- Monthly SDPO consultation calls with FFPS Consultant
- Occasional trainings of SDPOs through observations and consultations
FFPS - SUPERVISION

- SDPO conducts weekly group case staffing meetings with all DPOs
- SDPO meets with each DPO monthly to discuss cases, give feedback, and discuss the implementation of the FFPS model
- All SDPOs are expected to provide the same amount of supervision based off of the model’s quality assurance requirements
- Level of supervision is based off of SDPO’s motivational level
- SDPOs incorporate and utilize FFPS language into all work functions
FFPS – MODEL
ADHERENT IMPLEMENTATION

- A Philosophical approach is defined
- Specific skills are trained & expected to be implemented at specific phases of the program
- Quality Assurance Component is implemented at all phases of the program
- Statistical Data is collected and Evaluated
FFPS – Fidelity Measures & Probation Measures

- FFP Standards are updated & reviewed annually
- Weekly Adherence Scores given after DPO presents case in weekly group consultations
- Quarterly Global Rating Measures (GRM)
- Quality Improvement Plans established if DPO does not meet FFP standards
- SDPO conducts Quality Assurance calls to families
- Meetings between FFPS DPOs and FFT DPOs/Interventionists
- Progressive Discipline tied to Fidelity
- Reconciliation of FFPS data entries with Probation Systems
- Regular Communication with Title IV-E Director & Program Analyst
FFPS – BARRIERS TO IMPLEMENTATION

- Union Operation
- Lack of Buy-In from Management, SDPOs, and/or DPOs
- DPOs who are resistant to self awareness and/or self improvement
- Lack of Time – Too Many Obligations
- Lack of Uniformity
- DPOs or Management who are focused on “old school” practices
- Not establishing an Infrastructure at the beginning → “Building the Plan as We’re Flying it”
- Developing QA & QI process as the program is being implemented
FFPS – SOLUTIONS TO IMPLEMENTATION

- Buy-In from Management, SDPOs, & DPOs
- Match Level of Service to Family’s Risk Level
- Uniformity in Implementation
- Collaboration
- Strength Based Approach
- Linkage to Diverse Services
- Define fidelity measures, standards, & data definitions from the beginning of the implementation of the service
- Implement Quality Assurance and Quality Improvement at the beginning of the implementation of the service
SYSTEM CHANGE

Interface of
Functional Family
Probation-Parole Services
(FFPS)
And
Functional Family Therapy (FFT)
INTERFACE OF FFPS & FFT – Collaboration

- DPOs and Interventionists meet regularly
- SDPOs meet regularly
- DPOs are expected to meet with the Community Based Organizations and/or other stakeholders monthly
- DPOs and Interventionists utilize the same Case Management Documentation system
- DPOs and Interventionists meet together with the families at the beginning of services to establish boundaries and define roles
INTERFACE OF FFPS & FFT – Continuity of Care

- DPOs and Interventionists participate in MDTs prior to reunification
- DPOs and Interventionists consult with referring Therapists and DPOs
- DPOs and Interventionists build on case plans that were established while minors were placed in out of home care
- DPOs and Interventionists work with Group Home Aftercare Providers
- DPOs and Interventionists consult with other service providers while servicing the case as well as after case transfer
INTERFACE OF FFPS & FFT – Confidentiality

- DPOs & Interventionists discuss boundaries regarding confidentiality with each other
- DPOs & Interventionists discuss confidentiality boundaries with Families
- Families work with an Interventionist to discuss confidential clinical matters and this will not be reported to the DPOs
- DPOs link families to Interventionists to address clinical crises and other clinical issues
- Courts are not informed of confidential issues discussed in FFT sessions. They are only informed of level of participation.
INTERFACE OF FFPS & FFT – Reduced Risk Factors

DPOs & Interventionists work as a team to ensure that Risk Factors are being addressed
INTERFACE OF FFPS & FFT – Increased Protective Factors

DPOs & Interventionists work as a team to ensure that Protective Factors are being addressed & increased
INTERFACE OF FFPS & FFT –
Increased Fidelity to FFT and/or FFPS Models

DPOs & Interventionists speak the same Strength Based language!
BARRIERS TO IMPLEMENTATION OF FFT & FFPS INTERFACE
IMPLEMENTATION SOLUTIONS OF THE FFT & FFPS INTERFACE
CHAMPIONS FOR EBP IN JUVENILE JUSTICE
CONCLUSION

Questions & Answers