Making the Impossible POSSIBLE

A Holistic View of Data-Driven Programming and Outcomes
Objectives

- **ADaM Model**  (3 critical components that guide [structure] the process)
- **Data-Driven Process**  (3 key factors that drive the process)
- **Holistic Lens**  (some program and outcome results)
Outcomes Optimization Initiative

4-Prong Approach

• Mind
• Body
• Spirit
• Environment

sowing Excellence, reaping Excellence

Objectives

• Meaningful and accurate measuring tools
• Precise analysis process

100% Outcome completion rate
Method (and process) to the Madness
(Adam Model – EDR Process)

**Expose**
- What is and is not working

**Displace**
- What is not working (while optimizing what is working)

**Replace**
- With sustainable processes (promote growth and development)

**Lessons Learned**
- Less than optimal completion rates
- Content misunderstood
- Inadequate dissemination & application of outcome/assessment data information

**Response**
- Created a Research Department (Hub)
- Created a Research Committee (Oversight, Monitoring)
- Involved all departments and levels of care in the process
- Developed meaningful assessments and assessment processes

**Solid Foundation built upon Sound Research and Research Practices**
A less than optimal outcome is the result of barriers within the system (process).
Behavior/Affect
• High risk behaviors
• Social Dysfunction
• Aggression
• Affect Instability
• Self-harm
• *More

Physical
• Medical
• Dietary
• Activity
• Cognitive Functioning

Spiritual/Cultural
• Spirituality
• Importance of spirituality and religious and cultural practices in one’s life

Environmental Factors
• Work-place safety and satisfaction
• Training and education
• Therapeutic Effectiveness
• Academic Challenges

Mind

Whole Self
(& Environment)

Body

Environment

Spirit
Standardized/Non-Standardized Instruments

- SARS
- BPRS
- CABA I & Y
- PCL and BAM

Patient Satisfaction Survey

Patient Safety Survey

Various Assessments

Various Audits

SARS

BPRS

CABA I & Y

PCL and BAM
Demographics YR 2016

**Acute**
- Adolescent Girls (AG): 33%
- Adolescent Boys (AB): 33%
- Children (CH): 8%
- Pre-teen (PT): 26%

**RTC**
- Alpine Academy: 44%
- Summit: 56%

**CKPH**
- Chemical Dep: 42.5%
- Trauma: 26%
- Dual: 31.5%

**Gender**
- Male: 58%
- Female: 42%

**Ethnicity**
- Native Alaskan: 33%
- White: 45%
- *Other: 22%
65% of patients on the CH unit with Intermittent Explosive Disorder (IED)

62% of patients on PT unit with conduct-related Diagnosis

83% of AB patients and 92% of AG patients diagnosed with a mood-related disorder

53% of the AB patients and 50% AG patients with substance use-related challenges/diagnoses endorsed at admission

Fact: NS acute patients had an average of 4.8 mental health diagnoses
Fact: Most NS patients believe in a higher power

- 84% of residents in RTC believe in a Higher Power
- 76% of patients in CKPH believe in a Higher Power
- 71% of patients in all acute programs believe in a Higher Power
- 65% of CKPH patients believe spirituality is of moderate to high importance in their lives

Impact

- 37% of RTC residents who believe in a higher power endorse attending services; 26% of CKPH patients attend services
- 60% of RTC residents endorse mainstream Christianity as their religious preference (31% Acute [50% no affiliation]) (44% CKPH [33% no affiliation])
Domains Endorsed at Admission

VS

SARS

BPRS

High Risk: 94%
Affective Instability: 99%
Social Dysfunction: 97%
Family Functioning: 90%
Aggression: 88%
Self-Harm: 75%
Academic Problems: 67%
Cognitive Dysfunction: 37%

Uncooperativeness: 97%
Hostility: 93%
Manipulative: 86%
Depressed: 87%
Feelings of Inferiority: 70%
Suicidal Ideation: 69%
Hyperactivity: 66%
Distractibility: 85%
Emotional Withdrawal: 75%
Blunt Affect: 48%
Tension: 72%
Anxiety: 79%
Sleep Difficulties: 58%
Degree of Severity at Admission

SARS

- 20% High Risk Behavior
- 35% Affect Instability
- 13% Social Dysfunction
- 58% Family Functioning
- 27% Aggression
- 30% Self-Harm
- 19% Academic Problems
- 11% Cognitive Dysfunction

BPRS

- 67% Uncooperative
- 59% Hostility
- 41% Manipulativeness
- 45% Depressed Mood
- 32% Feelings of Inferiority
- 48% Suicidal Ideation
- 25% Hyperactivity
- 27% Distractibility
- 15% Tension
- 23% Anxiety
- 22% Sleep Difficulties
SARS Degree of Severity at Admission (8 Domains)

- **High Risk**
  - Affect Instability: 20%
  - Social Dysfunction: 35%
  - Family Functioning: 13%
  - Aggression: 58%
  - Self-Harm: 19%
  - Academic Problems: 11%

- **Mild**
  - Cognitive Dysfunction: 27%

- **Moderate**
  - Cognitive Dysfunction: 30%

- **Severe**
  - Cognitive Dysfunction: 11%
SARS Family Functioning Domain per Unit

- AG: 66% (Mild: 25%, Moderate: 15%, Severe: 26%)
- AB: 38% (Mild: 15%, Moderate: 9%, Severe: 14%)
- CH: 44% (Mild: 10%, Moderate: 13%, Severe: 11%)
- PT: 76% (Mild: 10%, Moderate: 13%, Severe: 14%)

SARS Overall Family Functioning: 58%
SARS AG Family Functioning Domain Items

- Poor communication
- Disrespect
- Dishonest

- Mild
- Moderate
- Severe

62%
72%
70%
66%
**Family Functioning Assessment**

<table>
<thead>
<tr>
<th>Rate the degree to which you agree or disagree with the following statements.</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All members of my family listen to each other...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All members of my family talk about problems in a respectful manner...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All members of my family are encouraged to voice their thoughts openly...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When there is a problem, all of my family members are able to find an appropriate solution together...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When there is a disagreement, all of my family members listen to all sides of the disagreement...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I am experiencing a crisis, I can openly talk to my family about the crisis and they help me through the crisis...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All members of my family verbally praise and encourage each other regularly...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When I believe my family is not meeting my immediate need, I am able to express it, my concern and my family responds in an appropriate manner to meet my need...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All of my family members understand the family rules...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All family members know the consequences for breaking family rules...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All family members know how to compromise appropriately...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Family members know appropriate physical, emotional, social, and spiritual boundaries within the family...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All members of my family seek each other to share their personal opinions...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When there is a disagreement, all of my family members talk the time to listen to all sides of the story...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When times are hard, all of my family members become closer together...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When I am upset, I can ask my family for help and they will immediately offer assistance in a helpful manner...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Even during challenging times, all of my family members find ways to support each other...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When upset, all of my family members are able to express their feelings...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All of my family members sacrifice readily for each other...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Each of my family members has their own private space, physically and emotionally...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Each of my family members show interest in all other family members...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When an emergency occurs, all of my family members know how to respond appropriately...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All of my family members respect the family rules most of the time...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Each family member is encouraged to compromise if this disagree with a family rule or consequence...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All of my family members respect the physical, emotional, social, and spiritual boundaries at all times...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All members of my family are honest with each other...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When I am in trouble, I am honest with my family...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When there is a problem, all of my family members take responsibility for their part of the problem...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>When I am in a crisis, I tell the truth about all of the details leading up to the crisis...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All of my family members are able to show appropriate affection toward each other...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All of my family members comply with the family rules...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>All of my family members are able to confide in each other...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>If my personal boundaries are being violated, I can openly confront the violation and my family respects my wishes...</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

**Measures seven family-related skills**
- Communication (Reflective listening)
- Problem Solving
- Boundaries
- Family Rules
- Respectfulness
- Honesty
- Family Functioning

**Satisfaction**

- Growth
- Improvement
- Family Functioning Assessment Tool
- Targeted treatment planning
- Therapeutic intervention tool
- Clinical Therapist perspective

**Safety**
Family Functioning Assessment Risk Factors (AG)

- Communication: 67%
- Disrespect: 54%
- Dishonesty: 73%
- Reflective Communication Skills: 54%
- Problem Solving Skills: 54%
- Boundary Skills: 33%
- Responsiveness Skills: 50%
- Family Rules Skills: 50%
- Respectfulness Skills: 50%
- Honesty Skills: 50%
Family Functioning Assessment Risk Factor (AG)

- Youth perspective
- CT perspective recently added to instrument
- Targeted training: how to use instruments as therapeutic interventions
- Treatment team members have access to assessments used during Positive Behavior Support (PBS) meetings

Lessons learned
CAGE Assessment Tool

Identify the Function of bx
- Control
- Avoid
- Gain
- Escape

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Escape</td>
<td>63%</td>
<td></td>
</tr>
<tr>
<td>Gain</td>
<td>49%</td>
<td></td>
</tr>
<tr>
<td>Avoid</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>92%</td>
<td></td>
</tr>
</tbody>
</table>
Diamond Workbooks patient & family and activities

- Communication skills
- Problem solving skills
- Boundaries
- Responsiveness
- Family rules
- Respectfulness
- Honesty
- Function of the behavior
SARS Degree of Severity at Admission (8 Domains)

- High Risk: 20%
- Affect Instability: 35%
- Social Dysfunction: 13%
- Family Functioning: 58%
- Aggression: 27%
- Self-Harm: 30%
- Academic Problems: 19%
- Cognitive Dysfunction: 11%

Legend:
- Mild
- Moderate
- Severe
Cognitive Dysfunction per Completed SARS and Unit

AG: 8% Severe, 30% Moderate, 6% Mild
AB: 0% Severe, 30% Moderate
CH: 0% Severe, 0% Moderate, 6% Mild
PT: 6% Severe, 30% Moderate, 6% Mild

SARS Overall Cognitive Dysfunction: 11%
Varying Degrees of Impairments

- Confusion
- Motor coordination
- Executive functioning
  - Attention
  - Decision making
  - Judgment/Insight
  - Memory
  - Perception
  - Planning
  - Reasoning
  - Organizing
  - Prioritizing
  - Language (expression)
  - Impulse control
- Visuospatial
- Social skills
- Emotional regulation
<table>
<thead>
<tr>
<th>Condition</th>
<th>With Cognitive Disorder</th>
<th>No Cognitive Disorder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggression</td>
<td>85%</td>
<td>78%</td>
</tr>
<tr>
<td>Self-harm</td>
<td>96%</td>
<td>90%</td>
</tr>
<tr>
<td>Manipulative</td>
<td>89%</td>
<td>82%</td>
</tr>
<tr>
<td>Feeling Inferior</td>
<td>85%</td>
<td>83%</td>
</tr>
<tr>
<td>Hyperactivity</td>
<td>77%</td>
<td>72%</td>
</tr>
</tbody>
</table>
Aggression Improved (SARS)

85% COG
- AG 67%
- AB 97%
- CH 75%
- PT 80%

78% No COG
- AG 79%
- AB 80%
- CH 92%
- PT 69%

No COG 79% S/Rs
Spirituality – Belief in Higher Power

Cognitive Disorder
- Yes: 60%
- No: 25%
- Unsure: 5%
- No Answer: 10%

No Cognitive Disorder
- Yes: 67%
- No: 17%
- Unsure: 3%
- No Answer: 13%

Impact – Improvement (SARS and BPRS)

<table>
<thead>
<tr>
<th>SARS</th>
<th>BPRS</th>
<th>Higher Power</th>
<th>No Higher Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>97%</td>
<td>97%</td>
<td>92%</td>
<td>90%</td>
</tr>
<tr>
<td>100%</td>
<td>100%</td>
<td>96%</td>
<td>98%</td>
</tr>
</tbody>
</table>
Profile: Antisocial Traits
Track 3 Externalizers

Assessments added (intake and ongoing)

- **Beliefs, Perceptions, Awareness, Insights, Behaviors**
  - Aggression
  - Bullying
  - Victimization
  - Self-Regulation
- **Protective and Risk Factors**

Programming Modification (3 tracks)

Merit program (Final stages of completion)

- **Moral/Values Identification and Development**
- **Empathy**
- **Prosocial Skills**
- **Code of Conduct**

- Impaired moral development
- Compromised value system
- Lack of empathy
### Improvements

#### Treatment Planning
- Individualized based on targeted assessments
- PBS Team Approach
- Assessments automated w/identified risk factors and targeted treatment objectives

#### Programming Modifications
- C Pod (80% reduction in S/Rs)
- PBS (strength-based) Individualized Interventions
- 3 Programming Tracks
  - Targeted programming for aggressive youth

#### Targeted Training
- PBS, CAGE (function of behavior), Counter-transference, Parallel Processing, Trauma-informed care, compassion fatigue, assessment-specific areas

#### Outcome Studies
- Computerized (100% completion rate – piloted)
- Categorized with relevant and meaningful treatment objectives

### Improvements cont’

#### Enhanced Data Analysis & Research
- More precise and meaningful
- Created research department (hub)
- Research committee (approve/monitor studies)

#### Spirituality Program

#### Optimizing Outcomes
- 48% Reduction in S/Rs
- 92% Reduction Self-harm
- 95% Reduction Suicidal Ideation
- 80% Reduction in Aggression
- 90% Reduction in Hostility

Reduction in employee injuries for 3 consecutive years
Sowing excellence
Reaping excellence