

Performance & Quality Improvement Newsletter

LaSalle School
Albany, NY

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Upcoming Topics:

- ◆ Case Record Reviews
- ◆ Student Surveys
- ◆ Strategic Plan

Performance and Quality Improvement (PQI) activities assist with achieving program and service area outcomes, and contribute to efforts to improve organizational climate and culture and staff and client satisfaction. PQI encourages the use of data and staff and stakeholder involvement to identify, establish and implement improvement practices that contribute to desired outcomes. This occasional newsletter will be one avenue to encourage staff involvement in PQI.

Staff Satisfaction Surveys

Thank you to staff for completion of the Staff surveys. 128 staff completed the surveys. The results are listed below, with comparisons results from recent years. These results will be used by leadership to improve crucial aspects of organizational structure, support and culture. Staff included a few narrative responses which are included below.

Strengths-

Staff:

- Understand their job roles
- Have training opportunities available
- Feel supported by their supervisor
- Have good working relationships with colleagues
- Feel safe at work (a new question).

Opportunities for improvement-

Staff:

- Receive praise and feedback on their progress
- Feel their opinion counts

Three new questions were added to the survey instrument to help us measure how we are doing on key, overarching agency-wide initiatives: the LaSallian 12 virtues, PBIS, and having staff and programs that are trauma informed. In addition to what was learned through the survey about these important approaches to our work, we continue to work with various consultants and regional resources to help measure our progress in these areas and to strengthen these approaches. The other new item, which is considered essential for successful programming, is having staff that are well-informed about decisions. There were mixed results in these areas, and while some were rated positively, not all reached our threshold to be considered strengths. Since these approaches to our work are considered essential for our positive organizational culture, they will require a redoubling of our effort to ensure that we continue to move forward.

Comments from staff

- I cannot express strongly enough how much support has been offered
- I believe the trauma informed approach is essential and think as it continues to be implemented it will be great
- Staff should be evaluated more regularly
- It would be helpful for the whole clinic to have the same consistent expectations across the teams; there are too many different opinions between teams and supervisors
- We need to come together as one unit and work together for the betterment of all students
- Communication, communication, communication! Needs improving across many areas, such as, between departments and among supervisors
- The cost for family health insurance for staff is not affordable
- Our Client Information System and equipment needs to be improved in order to do the type of work that is being expected
- With such "high-end" students, we should have emergency response and safety procedures

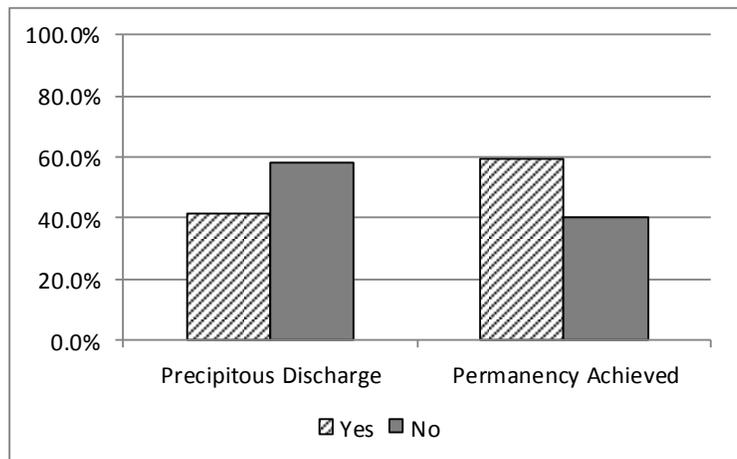
| Questions | 2017 | 2014 | 2012 |
|---|------|------|------|
| I know what is expected of me at work | 93% | 98% | 95% |
| I have the materials and equipment I need in order to do my job | 84% | 92% | 86% |
| Training opportunities are available to me | 93% | 91% | 91% |
| I have the opportunity to use my talents and skills | 88% | 89% | 84% |
| In the last 7 days, I have received praise or recognition for doing good work | 70% | 76% | 61% |
| I feel supported by my supervisor | 93% | 90% | 85% |
| My professional development is encouraged | 88% | 88% | 83% |
| My opinion seems to count | 78% | 72% | 72% |
| I am aware of procedures to address safety issues in the work environment | 88% | 90% | 91% |
| My co-workers are committed to doing quality work | 82% | 85% | 77% |
| I have good working relationships with my colleagues | 96% | 94% | 91% |
| In the last 6 months, someone has talked to me about my progress | 70% | 66% | 72% |
| The agency mission makes me feel my job is important | 83% | 88% | 83% |
| I feel the agency is trauma informed | 88% | New | |
| I feel the agency has implemented the 12 virtues well | 69% | New | |
| I feel the agency has implemented PBIS well | 74% | New | |
| I feel well-informed about important decisions | 66% | New | |
| I feel safe at work | 90% | New | |

Residential Discharge Outcomes

From June 1, 2016 to May 31, 2017, 67 students discharged from LaSalle’s Residential program. Two key outcomes that are tracked for all residential student are whether or not the discharge was precipitous and whether or not the youth achieved permanency.

Precipitous discharges include discharges as a result of AWOL, jail, detention, replacement with another RTC etc. A little more than a forty percent (41.8%) of our students left LaSalle precipitously. This is similar to the percentage of youth precipitously discharged in the previous 2 years.

Permanency achievement is defined by whether the youth achieved his permanency goal. More than half of our youth (59.7%) achieved permanency. While this number may seem low, it is a figure that compares favorably to other RTCs in NYS, and is a reflection of the difficult characteristics and conditions of RTC families. Another 6% of our youth were discharged to a lower level of care. With the complex needs of the youth we serve, these were very successful discharges. It is important to note that not all students may be ready to return to their home community, but have made significant progress in treatment.



SOAR Corner-The Positive Impacts of Providing New Experiences for Youth

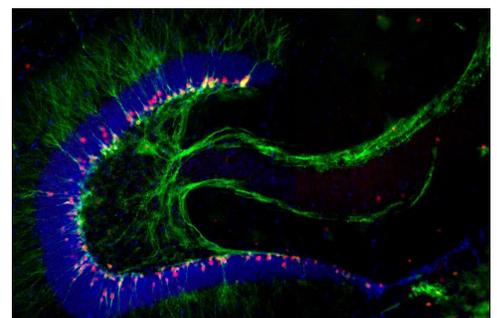


There are many reasons that staff at LaSalle try to offer new experiences to youth. The Office of Children and Family Services emphasizes that youth in placement should be provided with normative experiences that will help youth grow. Research on neurogenesis indicates that providing youth with new and different opportunities to participate in different roles and learn from new experiences can help rebuild the damage from ACEs and toxic stress. In addition, the writings of St. John Baptist De La Salle and other Brothers suggest that youth should be provided an opportunity to try new things that they would not have seen in their homes.

The DIPP surveys track the provision of New Roles and Experiences using a three item scale that asks about youth being provided a chance to act as a leader, engaging youth in new forms of recreations or challenges, and experiencing a personal feeling of success. This scale, when measured at 90 days into the youth’s stay is associated with improvements in peer group (associating with peers who have a negative reaction to delinquent behavior), socially mature behavior (meeting expectations, complimenting others, accepting responsibility, patience), family attachment and communication (doing activities together, resolving conflict, feelings of closeness, desire to spend time together), and engagement in treatment.

The analysis also indicates that there are no downsides to providing youth with a chance to try something new; there were no associations between the scale and any negative outcomes.

With all this in mind, staff can feel confident that experiences they provide for youth have an positive impact on the youth’s progress at LaSalle.



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High Risk Incident Data

We continue to be very active in our approach to assess, monitor and attempt to prevent or reduce high risk behaviors such as safety holds and AWOLs. Our work with high-end youth also requires that, from time to time, we utilize emergency interventions in addition to safety holds, such as police, ER, mobile crisis, the court systems and psychiatric hospitalization. Many of these areas have seen recent upticks in frequency, and our staff, leadership, various treatment teams and committees all contribute to our collective efforts to address individual youth needs as well as improve our programs and services to impact trends favorably. Staff strives to provide safe, supportive, well supervised environments that engage youth in meaningful programming, promotes safety and well-being and helps prevent youth from engaging in unsafe behavior such as AWOL, reduce the likelihood of a youth being victimized, and improve youth safety, permanency, and well-being. The graph below shows 10 months of safety hold and AWOL rates per 100 care days. While the AWOL rate has increased more than we would prefer, it does fit the pattern of data from previous years. It is also important note that our State Oversight Agencies monitor trends, contributing factors and characteristics of these events in all of our efforts to improve outcomes.

Safety Hold and AWOL Rate per 100 care days

