



# The Right Way

Right child. Right place. Right reason.

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By Ronald D. Hunter, CEO

## A Culture of Execution

We often speak of the culture of a country, an ethnic group, or a family. Culture may be difficult to describe and have many dimensions, but we know it when we experience it.

You can also sense the culture of an organization. It can be a powerful unifying force and a deciding factor in an organization's success. We might even call it the silent hand that guides a company.

People build companies around their goals, skills, and values. But culture creates highly functioning teams. *Continued on page 4.*



## It Takes A Team To Deliver Quality Care

By Robert Woods, MEd  
Corporate Director



At-risk and traumatized youth present with symptoms that get in the way of their success in their families, schools, and communities.

These young people benefit from a variety of treatments with many professionals and family members contributing to their health and well-being. Evidence-based, individualized strategies for planning and coordinating intensive care can make a profound difference in outcomes for these teens and their families. One important thing we've learned in our decades of experience is that it takes a team to help a troubled young person succeed in life. *Continued on page 4*

- A Culture of Execution

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- The Team Approach

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- Measurement, Reporting and Continuous Improvement

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- Youth Mental Illness

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- Process and Outcome Reports



### The Price Is High

It is estimated that between 10 and 20 percent of children and adolescents (approximately 15 million in the United States) experience a diagnosable mental health disorder, with six to eight million experiencing serious emotional disturbance. Only 20 to 30 percent of youth who would benefit from services actually receive help. - U.S. National Library of Medicine.



## Meeting Increasing Expectations for Quality and Outcomes

By Steve Reed, FACHE  
Chief Operating Officer



Healthcare and medicine continue to advance. Quality in virtually every clinical discipline is improving. Operating performance and clinical outcomes are increasingly benchmarked. Evolving technologies have made information easily accessible; communication is instant, and customer experiences, opinions and insights are just a click away.

As a result of these advancements, people now expect continuous improvement in the delivery of healthcare services. In all medical and therapeutic fields, 'good' is no longer good enough. People want better. In our industry - the treatment and rehabilitation of at-risk adolescents - this phenomenon is true as well.

### Regulations, Requirements and Reporting

As customers demand improved quality and better outcomes, additional licensing standards in the regulatory arena have increased operating expenses. Funding and reimbursement sources, both public and private, are hard-pressed to keep up with these ever-growing requirements and costs.

More than ever before, quality treatment outcomes for our clients have to be quantified, measured, monitored, and documented. They need to be reported and easily understood, conforming to industry standards, which are based on established benchmarks.

Youth Opportunity welcomes this trend. Not only do we understand increased client demands for improved quality, we compare favorably to industry benchmarks and we intend to surpass them. *Continued on page 3*



More than ever before, treatment quality and outcomes have to be quantified, measured, monitored, and documented. They need to be reported and easily understood.



“A focus on quality helps to ensure that scarce resources are used in an efficient and effective way. Without quality there will be no trust in the effectiveness of the system.”

The World Health Organization



## Those of us serving at-risk young people must follow evidence-based guidelines in the assessment and treatment of mental illnesses and situational challenges.

Approximately 70 percent of the youth we serve present with diagnosable mental health or substance abuse issues. Among these maladies are bi-polar disorder, schizophrenia, and depression.

### Evidence-Based Guidelines

We are committed to delivering tangible, measurable results efficiently, and to adopting continuous improvement strategies as part of our organizational culture.

To improve our outcomes, Youth Opportunity campuses – and all facilities dedicated to serving at-risk young people – must be committed to measuring the efficacy of diagnoses and treatment.

Approximately 70 percent of the youth we serve present with diagnosable mental health or substance abuse issues. Among these maladies are bi-polar disorder, schizophrenia, and depression.

More than 75% of the young people in the juvenile justice system face the added challenge of childhood victimization, such as human trafficking, domestic violence, and neglect.

Today, a commitment to serving at-risk youth must include a commitment to follow evidence-based guidelines in the assessment and treatment of these mental illnesses and situational challenges.

We must measure the outcomes of the medical and psychological care we provide, and develop improved evidenced-based models for treatment as our knowledge evolves. In doing so, we will add to the national knowledge base for clinical programming, therapy, and the treatment of at-risk youth.

### Bridging the Gap

Frequently the system fails these youth. In too many cases young people do not receive the specific care they need at the time they need it. The bureaucracies involved are often painfully difficult to navigate. The questions of where to put them and who pays for it dominate the conversation.

Youth Opportunity believes a major step in systemic transformation is data based proof of efficacy at the point of care. If at-risk youth care providers apply accepted, evidence-based diagnoses and therapies, and aggregate solid outcome metrics, our discipline will deliver continuous improvement.

We see the rehabilitation and treatment of at-risk youth as an ongoing process

in a continuum of care; and we believe process improvement will lead the way. We believe analysis of results will lead to more personalized treatments and better overall outcomes.

### A Challenge. An Opportunity.

The care and treatment of at-risk adolescents is an ongoing challenge, but it is also an opportunity. We believe it is important for all of us involved in this crucial work to share our successes, methodologies, and the resulting data with others in our discipline.

At Youth Opportunity, we believe that transforming at-risk and victimized young people into independent, responsible citizens is one of the most worthy of all causes.

Even though our success rates are among the best in the industry, we will endeavor to continuously improve all processes and therapies.

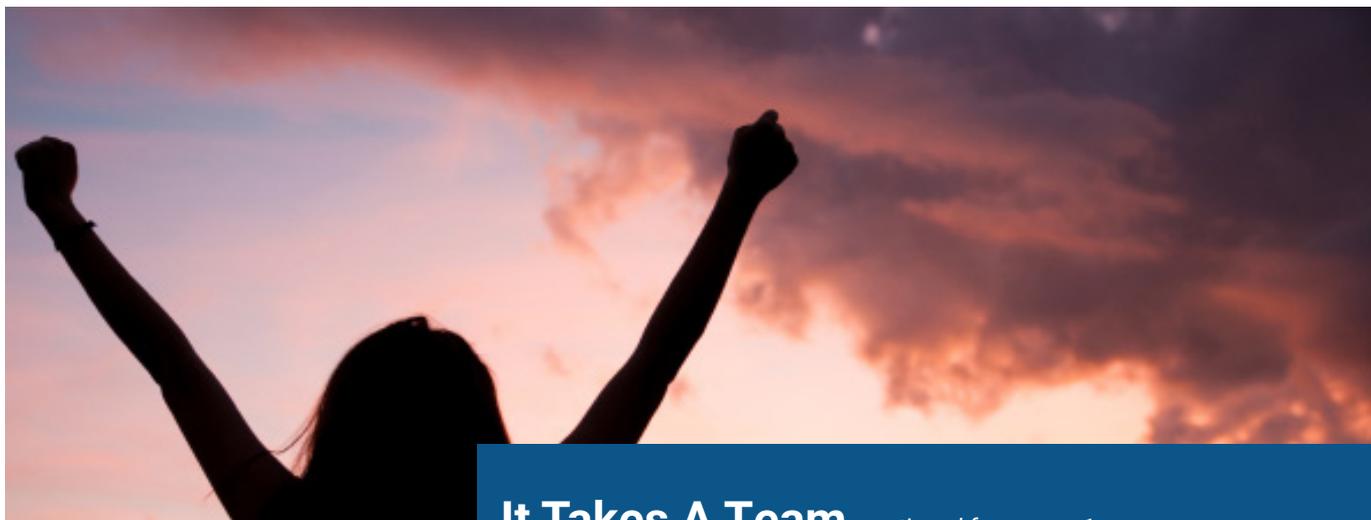
This commitment is central to our mission of *Helping Youth & Families Achieve Success and Independence*.



## We Measure to Improve

Worldwide, efforts to standardize mental health care quality measurement are slowly evolving. Measuring and reporting quality of care on a routine basis enables the application of quality improvement at provider, clinic and health system levels, as well as accountability mechanisms that include public reporting and financial penalties and rewards. In general, structure, process and outcome measures have all been employed for accreditation, standard setting, quality improvement, and accountability in health care generally and in mental health care.

- The World Psychiatric Organization



## It Takes A Team *continued from page 1*

### Culture of Execution, from page 1

Culture drives cooperation. Culture speaks to shared goals, shared principals, and the joys of a shared journey.

In an organization dedicated to serving others, culture drives outcomes. A client served by one of us is served by all of us. A culture of collaboration and harmony leads to execution. A culture of execution delivers results.

The development of processes and the development of people are the cornerstones of any organizational unit. A company cannot expect to develop people unless they have a process to follow.

An execution culture depends on three process areas: people, strategy, and operations. By aligning these core areas, an execution culture emerges in which employees serve youth in a defined process to affect positive change.

Establishing a best-in-class culture requires complete commitment from everyone for it to be effective and transferable throughout the organization.

Youth Opportunity is dedicated to building a unified organization with a “Culture of Execution” to achieve a sustainable competitive advantage in behavioral care for America’s at-risk youth.

Team strategy focuses more attention on the family’s role in a young person’s transformation. We accept the fact that families can feel overwhelmed by the treatments they encounter upon entering a residential facility. As we confront destructive behaviors such as drug use and mental health issues, families sometimes confess to feeling judged, or inadequate. The team approach helps the family focus on the needs of the youth and learn to communicate those needs to therapists and other team members.

This strategy is helpful from residential care through discharge since the youth can resume the behaviors that derailed their lives in the first place when they return to their homes. This can be mitigated by ongoing outpatient programs and intensive attention from the family.

It’s not always easy. Sometimes difficult changes are necessary, including changes in social circles. But if properly managed, evidence indicates that the coordination of therapies and family support can make an enduring difference from residential care through transition management.

The clinical focus on at-risk youth

has oftentimes been short-term. The assessment and treatment plan can be one dimensional, concentrated on the current problem, with medical models used to circumvent the abnormal or destructive behaviors. The team approach emphasizes incremental steps and utilizes the strengths and influence of everyone involved in the teen’s life and treatment.

In many cases, family members begin to realize that their guilt and feelings of helplessness are not accurate or productive. They understand that their daily involvement can make a profound difference. Similarly, each clinical, therapeutic and support team member realizes that their involvement in the plan can help, and can restore the youth’s ability to trust.

When everyone supports the plan – encouraging the youth, cheering their successes and comforting them during difficult times – the chances of success are greatly increased.

*Mr. Woods is a former NFL player, and was ranked 5th in the world in the 100-meter dash. He understands the benefits of teamwork.*