

The Way It Is: Restraint-Free RTC



Presented by:
YDI Leadership in Eliminating Restraints at YDI

Who we are....

- ▶ Youth Development Institute (YDI) is a non-profit organization operating residential services in Arizona since June of 1997.
- ▶ YDI services include:
 - An 84-bed secure Residential Treatment Center (SRTC) and 48 beds in Therapeutic Group Homes (TGHs)
 - Average Daily Population for SRTC: 64
 - Aftercare and Outpatient Services, with therapeutic day treatment services for youth with sexually abusive behavior
 - An on-site school that serves youth in residence or in Aftercare services, with approximately 50% requiring special education services.

Admission Criteria for SRTC

- ▶ Ages 10–17, male and female
- ▶ The youth presents with serious difficulties in emotion regulation and/or behavior disorders
- ▶ Danger to Self/Danger to Others (DTS/DTO)
- ▶ Admission to the Journey Program requires adjudication for sexual offense or a history of sexually abusive behavior with a psychosexual evaluation recommending residential treatment

YDI's Transformations

Three major transformations:

Youth-Guided Care

Student Advisory Board

Eliminating Restraints

Paradigm Shift: Not *Reduce* – **ELIMINATE**

Paradigm Shift: – Skill not Will

Trauma-Informed Care

Building Bridges Project

Services in the home soon after admission

Increasing home-based services during residential intervention

Maintaining home-based services post-discharge for as long as it takes to ensure permanence in the home

Eliminating Restraints at YDI

- ▶ We started with some strengths already in place:
 - Psycho-Educational Treatment Model (Brendtro & Ness, 1983)
 - Relationship is Primary
 - Consequences, not punishment
 - No points or level system
 - “If you want children to be good,
first make them happy”
 - Mediation and Repairing Relationships – a Restorative Approach
 - Six Rules –YDI’s Code to Success
 - Everything else: Expectations and Guidelines

Psychoeducational Model

- ▶ ***Relationship is primary.***

The quality of human relationships is the most powerful determinant of successful treatment programs. Establishing therapeutic relationships with youth requires enhancing communication, social reinforcement, and modeling. Staff are supported and guided to develop helping relationships with the youth in their care.

- ▶ ***Assessment is ecological.***

Behavior is understood as part of the youth's life-space. The task is to highlight areas of strength and to pinpoint areas of weakness requiring remediation. The environment is then structured to ensure that each youth can function successfully.

- ▶ ***Behavior is holistic.***

Understanding behavior requires an awareness of the cognitive, affective, and motivational processes of the individual. Youth are best treated in an environment that offers the appropriate opportunities for youth to actualize all of their potentials. Behavior is seen to be the result of combined external and internal stimulation.

- ▶ ***Teaching is humanistic.***

All learning takes place within the context of interpersonal relationships with teachers. In the Psychoeducational model, all staff become teachers. Humanistic teaching must provide opportunities for exploration and accommodate a variety of styles and channels of learning.

- ▶ ***Crisis is opportunity.***

Problem situations are redefined so that they are no longer seen as trouble but rather as opportunities for personal growth. If properly managed, conflict can be used productively to teach youth new ways of understanding and coping effectively with stress.

- ▶ ***Practice is pragmatic.***

As the Psychoeducational model draws from a variety of educational and treatment frameworks, it makes available the greatest resources to serve children. The key is to "use what works". On-going training to build the staff's awareness and repertoire of skills increases their ability to respond meaningfully and therapeutically to the youth in their care.

-- Larry Brendtro, Re-educating Troubled Youth, 1983

YDI Code to Success

- ▶ **GIVE HELP & RECEIVE HELP.** It is important to always be giving help or receiving help. Giving help is encouraging others to be good citizens. Receiving help is taking in and processing positive feedback.
- ▶ **BE SAFE.** It is important for us to be comfortable, to have fun in an appropriate manner, to keep confidentiality and to help all of us feel safe.
- ▶ **FOLLOW STAFF INSTRUCTIONS.** It is necessary to follow instructions for safety as well as to benefit from the program. Following staff instructions helps build unity in the program.
- ▶ **SHOW RESPECT FOR OTHERS.** It is important to do unto others as you would have them do unto you. There are NO put-downs. There are only put-ups. It is important to give respect to others as well as to respect their space and boundaries.
- ▶ **BE HONEST.** It is important to never directly nor indirectly lie to staff or students. Lying breaks trust. Honesty starts with being honest with yourself.
- ▶ **BE DEPENDABLE.** Dependability means making commitments and following through on them. Being dependable means building trust and respect.

Starting the process...

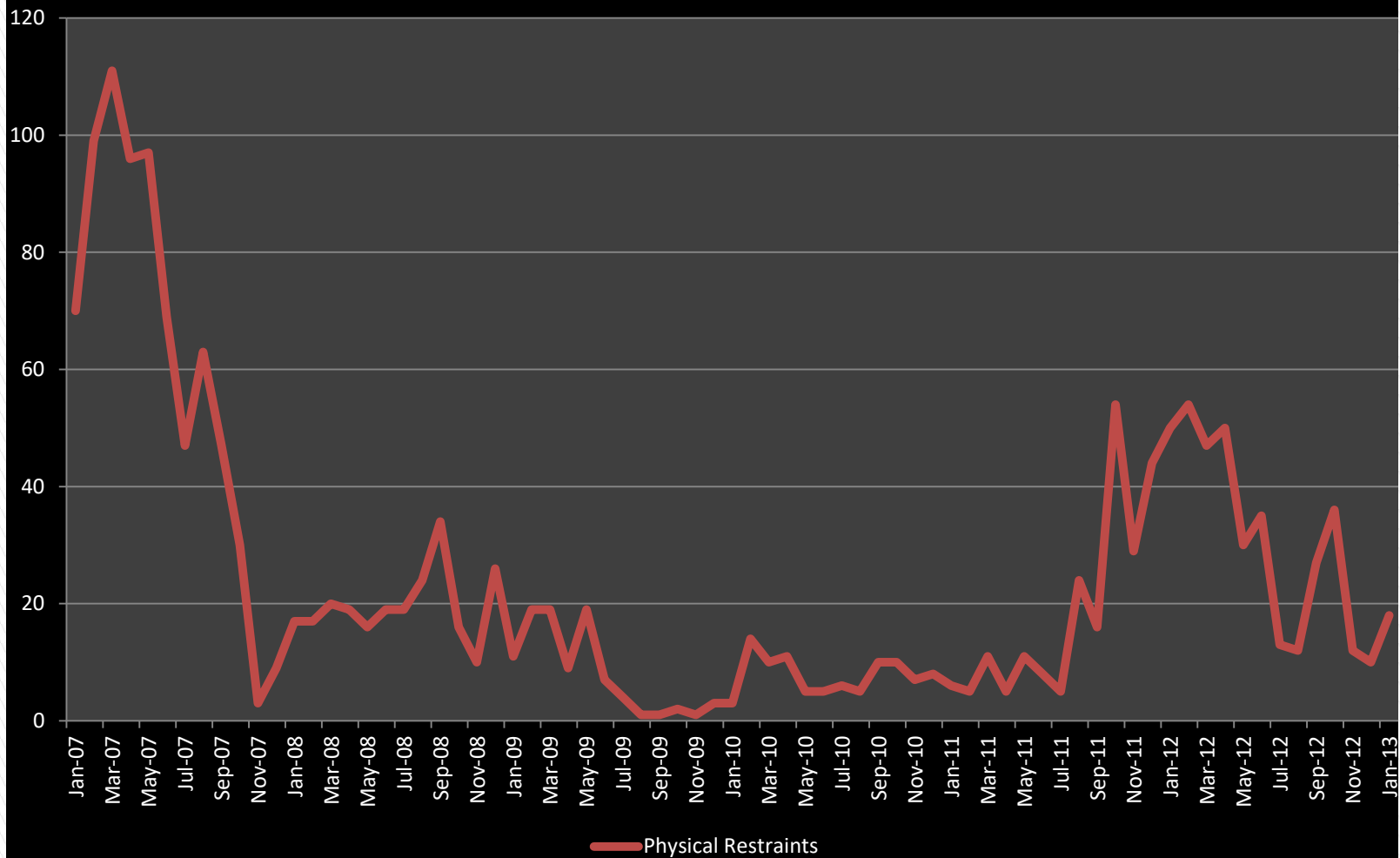
2007 to 2012

- ▶ YDI began efforts to reduce the use of seclusion and restraint in 2007–2008 when introduced to the Six Core Strategies© by a Joint Commission Surveyor.
- ▶ We consistently targeted restraint reduction as a performance improvement objective.

The Six Core Strategies©

1. Leadership toward organizational change
2. The use of data to inform practice
3. Workforce development
4. Full inclusion of individuals and families
5. The use of seclusion and restraint reduction tools, which include the environment of care and use of sensory modulation
6. Rigorous debriefing after events in which seclusion and restraint might have been used

YDI Physical Restraints 2007-2012



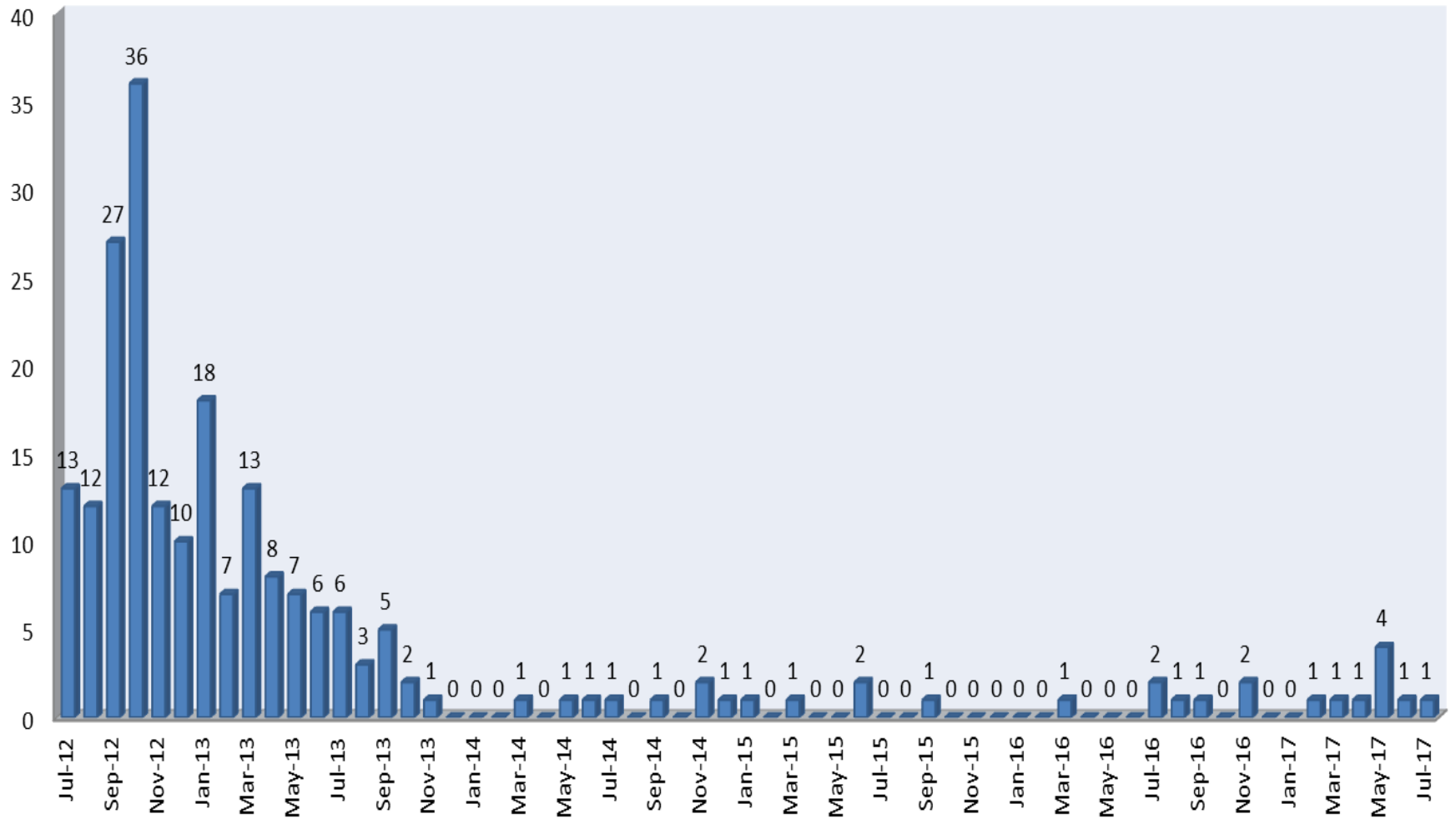
Continuing the process...

- ▶ Last mechanical restraint was in September of 2010
- ▶ Reduction of restraint remained an elusive performance improvement objective
- ▶ June of 2012 – average of 36.5 restraints per month
- ▶ We never truly understood the depth of the cultural change required until June of 2012 during a site visit with the Building Bridges Initiative Executive Director.

Paradigm Shift: Eliminate Restraints

- ▶ Seclusion and restraint are NOT treatment interventions
- ▶ Seclusion and restraint are demonstrations of power and control
 - Very traumatizing to youth in care and to those who work with them
- ▶ Often these interventions are implemented in arbitrary, abusive, and violent ways

YDI Physical Restraints July 2012- July 4, 2017



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The last restraint at YDI was on July 4, 2017

Leadership Toward Organizational Change

Leadership must:

- ▶ Believe that restraints do harm
- ▶ Believe that eliminating restraints is possible
- ▶ Set the intention to ELIMINATE restraints
- ▶ “Telling & Selling” the elimination of restraints
- ▶ Stop the rationalizations
- ▶ Embrace all of the Six Core Strategies©

The Six Core Strategies©

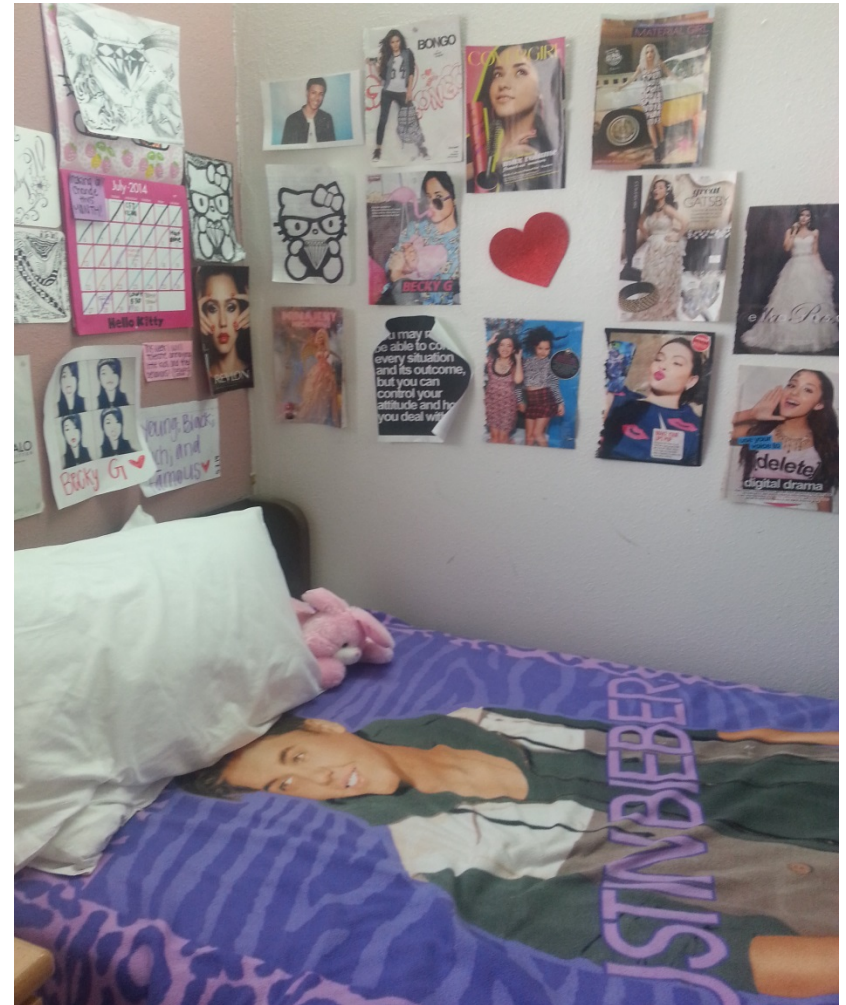
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The Use of Seclusion and Restraint Reduction Tools, including the Environment of Care and Use of Sensory Modulation

- ▶ Converted seclusion/restraint rooms into Comfort Rooms
 - Comfort boxes – unit and individual
 - Chalkboard walls
- ▶ MP3 players to all youth with approved music
- ▶ Safety Plans and Self Assessment Safety Tools upon admission

The Use of Seclusion and Restraint Reduction Tools, including the Environment of Care and Use of Sensory Modulation

► Decorate Rooms



The Use of Seclusion and Restraint Reduction Tools, including the Environment of Care and Use of Sensory Modulation

- ▶ **Hug program for youth that come to YDI with a history of restraints.**
 - Side hugs, as much as he/she can tolerate, from supervisory and administrative staff
 - Hug T-shirts
- ▶ **Sensory Regulation Program**
 - Extremely dysregulated youth receive scheduled and individualized sensory regulation breaks
 - Activities are relational and rhythmic
 - Installation of bench gliders around campus
 - Glider Rockers in Day Rooms

The Use of Seclusion and Restraint Reduction Tools, including the Environment of Care and Use of Sensory Modulation

► Assign Advocates

- Each youth has a staff assigned to them to provide unconditional encouragement and support
- Staff knows the treatment goals of the youth and provides individualized guidance
- Staff also ensure that the youths basic needs are cared for.

► We have FUN!

- Field Days, Water Days, Kickball, BBQ, Talent Shows, Dance Classes, Family Days, Ice Cream Socials, Founders' Day, Holiday Celebrations, Ethnic Dinners, Art Exhibits, Game Room

The Use of Seclusion and Restraint Reduction Tools, including the Environment of Care and Use of Sensory Modulation

▶ Youth Recognition

- Success Charts
- Catch Game Dollars and Store
- Advocate and Recreational Outings
- Spotlight of the Week Award
- Peer of the Week Award
- Most Improved Award
- Positive Incident Reports

▶ Staff Recognition

- Catch Game Dollars and Store
- Quarterly Awards for all shifts and positions
- Staff of the Year Award

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Use of Data to Inform Practice

YDI Management meets monthly in the Performance Improvement Committee to review trends in many areas including:

- ▶ Referrals and Admissions
- ▶ Discharges to Lower Level of Care
- ▶ Length of Stay
- ▶ Training and Supervision
- ▶ Educational Performance and Attendance
- ▶ Reportable Incidents
- ▶ Police Calls
- ▶ Staff Injuries

Use of Data to Inform Practice

► Intervention Team

- Youth with challenges with aggression and/or who have assaulted staff meet with management team members, clinical staff, direct care staff, and victimized staff
- Goal is to resolve conflict and repair relationships
- Result was a reduction in aggression toward staff from double digits (35+ per month) to single digits
- Decrease in staff injuries

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Workforce Development

Build upon strengths by creating opportunities for learning:

- ▶ **Focus on Leadership in the Milieu**
 - Milieu Coordinators and Unit Coordinators meet weekly with management and provide role modeling to direct care staff
 - Code Responders
 - Specifically trained for de-escalation, train as a team with the MCs
 - Direct Care Supervisors are recognized and compensated as professional staff

Workforce Development

Build upon strengths by creating opportunities for learning:

- ▶ Staff at every level learned
 - Collaborative Problem Solving – Ross Greene/Stuart Ablon
 - The philosophical/paradigm shift that “Kids do well if they can.”
 - Plan B
 - Sensory Regulation
 - Trauma-Informed Care
 - Dr. Bruce Perry’s work
 - Trauma blocks learning; we re-wire the brain first for regulation, then teach skills
 - Re-wiring the brain takes 500 lessons
 - Implementation of Trauma Focused Cognitive Behavioral Therapy (TF-CBT) in 2014
 - Association of Children's Residential Centers (ACRC) Webinars
 - Nurtured Heart Approach

Workforce Development

SKILL NOT WILL.

Treating Explosive Kids

THE

COLLABORATIVE

PROBLEM-SOLVING

APPROACH

ROSS W. GREENE | J. STUART ABLON

18. TREATING EXPLOSIVE KIDS

Executive skills

- ___ Difficulty handling transitions, shifting from one mindset or task to another, adapting to new circumstances or rules
- ___ Poor sense of time/difficulty doing things in a logical or prescribed order
- ___ Disorganized/difficulty staying on topic, sorting through thoughts, or keeping track of things
- ___ Difficulty considering the likely outcomes or consequences of actions (impulsive)
- ___ Difficulty considering a range of solutions to a problem

Language-processing skills

- ___ Often has difficulty expressing thoughts, needs, or concerns in words
- ___ Often appears not to have understood what was said
- ___ Long delays before responding to questions
- ___ Difficulty knowing or saying how he/she feels

Emotion regulation skills

- ___ Difficulty staying calm enough to think rationally (when frustrated)
- ___ Cranky, grouchy, grumpy, irritable (outside the context of frustration)
- ___ Sad, fatigued, tired, low energy
- ___ Anxious, nervous, worried, fearful

Cognitive flexibility skills

- ___ Concrete, black-and-white, thinker; often takes things literally
- ___ Insistence on sticking with rules, routine, original plan
- ___ Does poorly in circumstances of unpredictability, ambiguity, uncertainty
- ___ Difficulty shifting from original idea or solution; possibly perseverative or obsessive
- ___ Difficulty appreciating another person's perspective or point-of-view
- ___ Doesn't take into account situational factors that would suggest the need to adjust a plan of action
- ___ Inflexible, inaccurate interpretations/cognitive distortions or biases (e.g., "Everyone's out to get me," "Nobody likes me," "You always blame me," "It's not fair," "I'm stupid," "Things will never work out for me")

Social skills

- ___ Difficulty attending to or misreading of social cues/poor perception of social nuances/difficulty recognizing nonverbal social cues
- ___ Lacks basic social skills (how to start a conversation, how to enter a group, how to connect with people)
- ___ Seeks the attention of others in inappropriate ways; seems to lack the skills to seek attention in an adaptive fashion
- ___ Seems *unaware* of how behavior is affecting other people; is surprised by others' responses to his/her behavior
- ___ Lacks empathy; appears *not to care* about how behavior is affecting others or their reactions
- ___ Poor sense of how s/he is coming across or being perceived by others
- ___ Inaccurate self-perception

Triggers (list)

- 1.
- 2.
- 3.

FIGURE 1.1. Pathways inventory.

The Six Core Strategies©

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Rigorous Debriefing

All seclusion/restraints and serious incidents are reviewed:

- **Video Review:**

- The time preceding the incident is reviewed to see if early interventions could have been used.
 - Location of all staff
 - Youth to staff ratio
- Staff involved sit with directors and trainer to review and discuss incident.
 - Compare video to written reports
 - Discuss de-escalation and intervention tools
 - What was used? Was there a hand-off? Was there a code called? Was it done soon enough?
- What can be done better next time?
 - Identify early intervention and prevention

Rigorous Debriefing

► Holistic Review

- What situation occurred that the youth did not have the skill to manage?
 - What skill is underdeveloped?
 - How can staff best teach or reinforce the skill?
- What else is possible?
 - Develop new skills, responses
 - Catch & Release
 - Soft Wall
 - Heart Rate Monitor
 - Call home, family member
 - Administrators as de-escalators
 - Best de-escalators build relationships at admission
 - Each of us has at least one kid for whom we are the “kid whisperer”

Rigorous Debriefing

▶ “Better Next Time”

- Build a Bridge In
- Connect at Admissions
- Get the Target Out of Sight
 - Call on line 2
- Distraction
 - Apps on phones – Hear Rate Monitor, Meditation Jar, Smiling Mind
 - Pulse Oximeters
- Staff Hiring & Training
 - Self-Regulation Skills for Staff

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Full Inclusion of Individuals and Families

Building Bridges Project

Purpose:

- ▶ To provide family driven, youth guided services designed to bridge a youth's transition from a residential intervention to services provided in the community
- ▶ Family engagement in the home & community while the child is in residential
- ▶ Focus on outcome: Permanence in Home & Community

Full Inclusion of Individuals and Families

Building Bridges Project

Participation criteria

- ▶ Identify youth and families at admission to SRTC or as soon as possible:
 - High risk and high needs
 - History of treatment failure and failed placements, including at home
 - *Potential* to go home to parents/caregivers
 - *Potential* for parents/caregivers to agree to participation
- ▶ Services begin in the home within 2–3 weeks while in residential

Full Inclusion of Individuals and Families

Building Bridges Project

- ▶ Do whatever it takes for the youth and family for a safe and successful transition home!
 - On-site schooling, transportation, extended time in the home, etc., etc., etc.,
 - Aftercare services continue based on youth and family needs
 - Meet them where they are and go with them to where they need to be

Full Inclusion of Individuals and Families

Building Bridges Project

► **Outcomes** (since June 2013):

- 129 participants, 15 currently in Residential, 4 discharged from residential who remain in aftercare services.
- Of the 114 discharged from Residential:
- 11% (12) were negative:
 - 9 detained while in Residential
 - 2 AWOL while on pass
 - 1 parent absconded with the child
- 13% (11) were discharged to other OOH placements in the community at a lower level of care.

Full Inclusion of Individuals and Families

Building Bridges Project

- ▶ **76% (87) were successfully discharged:**
 - 85 discharged home with parents/relatives, 2 were placed with foster families
 - 41% (36) of these youth were in DCS custody at admission
 - 57% (50) were on probation at admission
 - 22% (19) were dual wards

Full Inclusion of Individuals and Families

Building Bridges Project

- ▶ **70%** overall success rate
 - Of the 70 youth discharged successfully a year or more ago, **49 *had remained in the home or community***
 - National Data: 65% of youth in OOH care return to OOH care within 1 year

YDI's Building Bridges Project

Changed the trajectory of 49 young lives

with permanence in the home and community

- ▶ Estimated **savings** of costs to the system of care:
\$3,528,000

Full Inclusion of Individuals and Families

Student Advisory Board

- ▶ Formed in March 2011
- ▶ Focused on Youth-Guided
 - New applicants are interviewed and selected by current members
 - Members represent the population at YDI
 - Membership is not an earned privilege
- ▶ **Mission Statement: Student Advisory helps our community by taking the clients' perspective and knowledge into consideration to aid in forming useful policies and best practices.**

Full Inclusion of Individuals and Families

Student Advisory Board

Selecting Youth for the Student Advisory Board

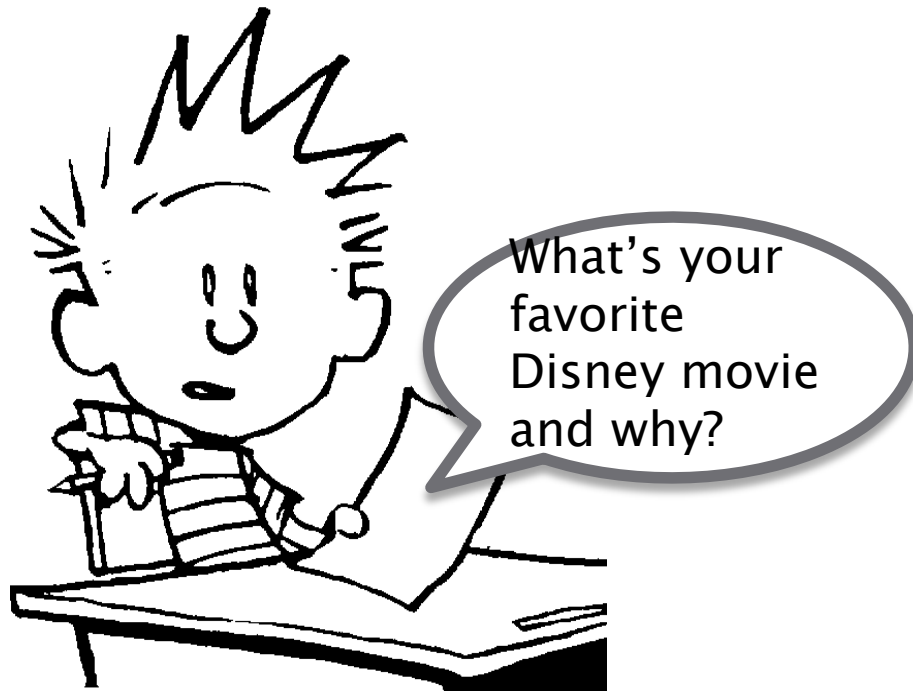
- First members were selected by staff
 - Members represent the population at YDI
 - At least 1 youth from each unit (14 units)
- Membership is not an earned privilege
- New members apply or are encouraged to apply
- New applicants are interviewed and selected by current Student Advisory Board members

In Their Own Words

We are not student council, we don't do bake sales or promote wacky dress days. We do things that make being here easier so we can leave faster. In order to work with us you don't have to be perfect but we need you to work hard and be honest. Everyone trusts us and gives us a lot of responsibility. What you do in here will influence the lives of kids you will never meet and that's pretty cool.

– Student Advisory Board member Justin
interviewing an applicant for Student Advisory Board

YDI Student Advisory Board Role in Hiring, Training, & Evaluating Staff



Student Advisory Questions for Prospective Staff

- What is your experience working with kids?
- What qualities do you have that you think would make you good at this job?
- Why did you choose to apply to YDI and what do you know about us?
- How would you deal with a crisis situation?
- What are some of your coping skills for dealing with stress in your own life?
- How would you respond to a kid that was not doing what you wanted him or her to do?
- Sometimes kids can be very abusive, how will you be able to put that aside and still help those kids on a daily basis?
- How do you begin helping kids that do not know how to help themselves and say that they don't want your help?
- What's your favorite Disney movie?

Full Inclusion of Individuals and Families

Student Advisory Board

- **Youth developed scenarios for role plays with staff**
 - After each scenario, youth evaluate staff interactions
 - Teach de-escalation do's and don'ts
- **Youth Discussion Panel**
 - Give new employees a youth's perspective of what it is like to live in a residential treatment center
 - Employees hear, in a youth's own words, what it feels like to be away from their family, to have someone put their hands on them, and most importantly, what it takes to build relationships

In Their Own Words

Just because you work here, don't think we will trust you. I have had adults come into my life, promise they will be there for me and leave time and again. Kids here will cuss at you and call you names because we don't trust you. You have to prove to us with your actions what you are about.

–Student Advisory member Haley talking to new staff in training

Full Inclusion of Individuals and Families

Student Advisory Board

- **Benefits to the staff from youth as trainers**
 - Practice crisis intervention skills in real world scenario training
 - Accurate feedback for intervention skills
 - Staff are better prepared
 - Develop relationship with kids
 - Empathy through better understanding
 - Credibility and connection to youth before first shift

Full Inclusion of Individuals and Families

Student Advisory Board

► Benefits to the Milieu:

- Changed the way the staff saw the youth
- Youth believe that their voice makes a difference – because it does!
- *Impacts, Unifies, and Maintains*
the YDI restraint-free culture
- “If you make a kid successful then they will hunger for SUCCESS.” – Dr. Beverly Sutton
- Being Youth-Guided is not compatible with the use of restraints

In Their Own Words

Once a youth-guided culture is established, staff no longer see themselves as “us” and the youth as “them”; likewise, youth begin to feel like they truly belong, a powerful member of their own treatment team. Seclusion, to isolate and lock a youth away, becomes unthinkable and restraint, to forcibly hold a youth to the floor until he capitulates, seems horribly wrong.

–Trish Cocoros (Blau, Caldwell, and Lieberman, 2014)

Full Inclusion of Individuals and Families

Student Advisory Board

► Outcomes as a result of serving in the YDI Student Advisory Board

- 90 % successful discharge rate; YDI successful discharge rate is 80 %

- What youths' exit surveys tell us:

Youth-Guided Treatment creates a sense of empowerment, purpose, and value as a member of a community:

"I feel like I am in a gang again, but in a good way."

"It has helped me to find my voice and stop being scared."

"It motivates me, to be part of something has really helped."

In Their Own Words

“Be patient and talk to us like people”

“Listening to us instead of telling us what to do could have stopped many restraints in places I have been before”

“Stop trying to control us and think that will change us for the better”

“Skilled staff don’t feel like they have to control us all of the time, they adapt and still keep us safe”

“Don’t assume that we are not doing what you want us to do because we are opposing you. There are things going on with us that you do not know about.”

“Listen to your kids”

– Advice from YDI’s Student Advisory Board
on Eliminating Restraints

YDI's Transformations

Three major transformations:

Youth-Guided Care

Student Advisory Board

Eliminating Restraints

Paradigm Shift: Not *Reduce* – **ELIMINATE**

Paradigm Shift: – Skill not Will

Trauma-Informed Care

Building Bridges Project

Services in the home soon after admission

Increasing home-based services during residential intervention

Maintaining home-based services post-discharge for as long as it takes to ensure permanence in the home

What Changed?

Old Thinking

- ▶ Restraints are necessary to keep the kids safe
- ▶ Satisfied with restraint reduction
- ▶ Blaming “Frequent Flyers”
- ▶ Will not Skill
- ▶ Confront and Teach
- ▶ Blaming one or two new admissions
- ▶ When restraints decreased, assaults on staff increased

New Thinking

- ▶ Restraints re-traumatize and CAUSE HARM
- ▶ Intention to ELIMINATE restraints
- ▶ “Kids do well if they can.”
- ▶ Skill not Will
- ▶ Calm, Comfort, Connect
- ▶ Create therapeutic alliances at admission
- ▶ What else is possible? Emotional regulation is contagious!

Success



what people think
it looks like

Success



what it really
looks like

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

– Margaret Mead

Recommended Resources

- ▶ Building Bridges Initiative:
 - www.buildingbridges4youth.org
 - Promoting Youth Engagement: What Providers Should Know About Best Practices and Promising Strategies September 2012. Retrieved from <http://www.buildingbridges4youth.org/sites/default/files/Promoting%20Youth%20Engagement%20%20What%20Providers%20Should%20Know.pdf>
- ▶ Six Core Strategies:
 - <http://www.nasmhpd.org/sites/default/files/Consolidated%20Six%20Core%20Strategies%20Document.pdf>
- ▶ Association of Children's Residential Centers:
 - www.togetherthevoice.org
- ▶ Treating Explosive Kids: The Collaborative Problem-Solving Approach. Ross W. Greene and J. Stuart Ablon.
- ▶ Trauma Informed Treatment: The Restorative Approach. Patricia D. Wilcox.

YDI Leadership in Eliminating Restraints

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