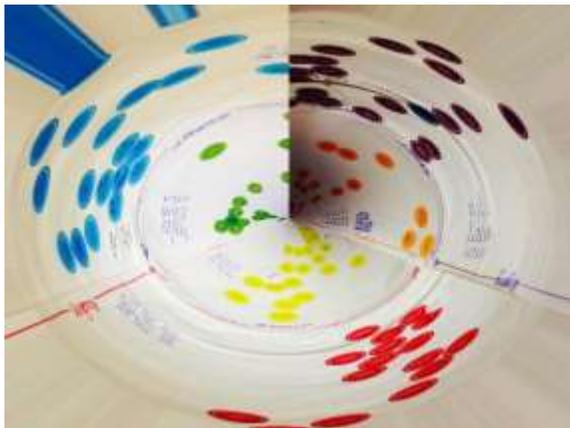




Meeting is a first for treatment managers



Roles and challenges of treatment managers

By [CJ Drake](#), OYA Communications
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Treatment managers from across the state recently gathered as a group for the first time to discuss their role as leaders and to help prioritize critical issues facing facilities.

TMs are key players in the operation of any OYA facility. They work directly with youth and supervise their treatment programs, which are essential to helping them lead productive, crime-free lives after they depart OYA. TMs also are responsible for managing day-to-day living unit operations and creating a supportive work environment for their staff.

Assistant Director for Facilities Clint McClellan wanted all TMs to meet in one place for an in-person discussion on the [facility strategic plan](#) and to get feedback on their roles and challenges. Superintendents and camp directors also attended the meeting. Seven TMs were recognized with certificates for outstanding service. The meeting was held Sept. 25 in Salem.

“With so much going on in the world of facilities, we figured now was a good time to bring the treatment managers together in one place to exchange ideas and increase the level of communication and collaboration between all of us,” said McClellan.

McClellan and facility Chief of Operations Erin Fultz shared with TMs the draft “Why” statement recently developed by superintendents and camp directors. The statement seeks to capture the essence of why people work in facilities: “We believe we can equip and empower ANY youth to improve his or her life.”

McClellan reviewed a long list of initiatives and projects currently underway or planned for facilities, including:

- Ongoing Quarterly Conversations and planning for Positive Human Development (PHD) training
- Continued compliance with the federal [Prison Rape Elimination Act](#)
- Creating a master plan for high school and vocational education
- Implementing a comprehensive behavior management strategy
- Developing leadership skills for treatment managers



Operations Policy Analyst Nick Sotelo (center) leads a priority-setting exercise as Riverbend’s Gary Lillard (left) and Hillcrest’s Marcus Bigelow (right) offer suggestions.

McClellan and Fultz also discussed the importance of making PHD a daily practice when dealing with youth. Along with the superintendents, they shared examples that illustrated the levels of the PHD pyramid, including lessons learned from recent youth disturbances at Hillcrest, MacLaren and Eastern Oregon.

“PHD doesn’t apply only to high tag youth or when someone is in a positive place,” said Fultz. “It really makes the most difference with youth who are struggling.”

Added McClellan: “Some people say that PHD is not compatible with safety, but the fact is that it’s all about safety.”

Angelina Hinojos, a treatment manager from Hillcrest, said that PHD was contributing to a better environment for youth. “PHD is making a difference,” she said. “The kids are feeling a difference in their lives. I’m already feeling a difference.”

The Positive Human Development pyramid



One concern raised at the meeting was balancing requests for information from Central Office and elsewhere in the agency with time spent managing youth. “We spend a lot of time generating data, but we need to make sure the data serves us, not us serving the data,” said one TM.

The meeting ended after TMs presented the results of a priority-setting exercise, which they conducted in small groups.

Hillcrest TM Marcus Bigelow said of the meeting: “I thought it was beneficial. It was nice to see and connect with my peers as a group, which hasn’t ever been done before to my knowledge. It was good for us to have direct access to people like Clint and Erin. Treatment managers are the main connection between Central Office facility leadership and our largest group of employees, so I hope it was helpful to hear straight from us. I thought the afternoon session of identifying and prioritizing issues was a great idea, and I hope our recommendations are seriously considered.”



At the Sept. 25 retreat, seven treatment managers received certificates honoring exemplary service. From left to right: Jim Sapper, North Coast; Delvena Torrez, Hillcrest; Wyatt Mann, Oak Creek; Scott Barnett, Tillamook YCF; Mike Rau, MacLaren; and Keith Rigaud, Camp Tillamook. Not pictured is Dan Howard, Tillamook YCF.



Hillcrest Treatment Manager Delvena Torrez (center) leads a priority-setting exercise for her group.