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# **Managing the Residential Treatment Center in Troubled Times**

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**Gordon Northrup, MD**  
**Editor**

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## ABOUT THE CONTRIBUTORS

**W. R. Cozens, MBA, PhD**, is a private mental health consultant in the Washington D.C. area, specializing in organizational and management issues relevant to the residential treatment of children. Drawing from over twenty years experience as Executive Director of a children's residential treatment facility in Hawaii, plus an educational background that includes both a PhD degree in Clinical Psychology from the University of Southern California and an MBA from the University of Hawaii, Dr. Cozens is currently pursuing a long standing interest in the clinical-management interface within an RTC. How to optimally structure this dynamic interaction to maximize both the quality and the cost-effectiveness of service delivery is a particular area of concern. Total Quality Management, or TQM, would seem to offer great promise towards this end. Study of this radical new management approach, and how it can be applied within residential care, is now his major professional interest.

**Tom Felicetti, PhD**, graduated in political science from Hunter College and worked in the Peace Corps and as a teacher in the New York City public schools before finding his vocation under Henry Patey in the Hampshire Country School. After working as Assistant Director of Clinical Services in Kolburne School, he went on to open the High Point Campus of Avalon school, which was noted for its application of milieu therapy principles to the treatment of deeply psychotic and retarded boys and young men. He is currently Executive Director of the Beechwood Rehabilitation Center of the Woods Schools in Langhorne, PA.

**Dr. Buell E. Goocher, PhD**, has directed residential treatment facilities for children and youth in various parts of the country. Early on in his career, he established the first public center for children in the State of Oregon. Presently, he serves as Director of Treatment at Altercrest in Cincinnati, Ohio. Altercrest provides therapeutic services for behaviorally disordered adolescent boys and for adolescent sex offenders.

**Robert Martin, MPA**, is Program Coordinator of the University of Victoria's award-winning distance education BA in Child and Youth Care (Canadian Association of University Continuing Education Award, best Distance Education degree in Canada, 1992/93). He has served in a number of executive positions for the Child and Youth Care Association of British Columbia, including President from 1987-1990. Mr. Martin divides his interests and time between a growing family, a recording studio, professional field work, and advanced educational technologies.

**Gordon Northrup, MD**, received his psychiatric and child psychiatric training at the Langlely Porter Neuropsychiatric Institute in San Francisco. From 1960 to 1979 he was Director of the Children's Psychiatric Clinic in Pittsfield, Massachusetts, an AAPSC member clinic. Since then he has worked for the Berkshire Mental Health Center and been in private practice, including consultation to Residential Treatment Centers such as Avalon School. He is an Affiliate Member of the Austin Riggs Center in Stockbridge. His current enthusiasm is still in fostering *Residential Treatment for Children & Youth*, of which he is Editor.

**John Pressley, MEd**, has long (18 years) and wide experience in working with children in residential establishments, field social work teams and community intervention projects within Social Services Departments in England. His training includes Advance Child Care and Education certificates and research degrees in the field of child care, B.Phil, M.Phil Ed. He has published several articles in the national social work press in England. He is currently Deputy Principal of Skegby Hall, a residential home for adolescent youngsters in Nottinghamshire, England.

**Melvyn Rose** began his professional career as a teacher of English and History at a public school. Later he worked in a juvenile penal institution, but became so shocked at the inhumane treatment that he resolved to attain a position of influence in order to change those conditions. After working with a psychiatrist who had been trained by Maxwell Jones (the progenitor of the therapeutic community), he was appointed to convert a juvenile penal community into just such a therapeutic community. He named it Peper Harow, and developed a psy-

chodynamic treatment process, at the same time beginning both a personal and a group psychoanalysis, which he regards as his most helpful training. He left Peper Harow some ten years ago to establish the Peper Harow Foundation where he helped establish two other communities. Shortly after he took early retirement in January 1993, Peper Harow Community itself was closed for financial reasons. He is currently working on his third book and is an honorary consultant to the Russian Government, which is trying to establish a juvenile treatment system based on psychodynamic principles.

**David Villiotti, MA**, has worked in residential treatment for the past sixteen years, serving children and families in Pennsylvania, Virginia, Massachusetts and New Hampshire where he has spent the past seven years as Executive Director of the Nashua Children's Association. His efforts have focused on responding to community needs by marshalling political and business support with a particular emphasis on preserving the rights of handicapped individuals.

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