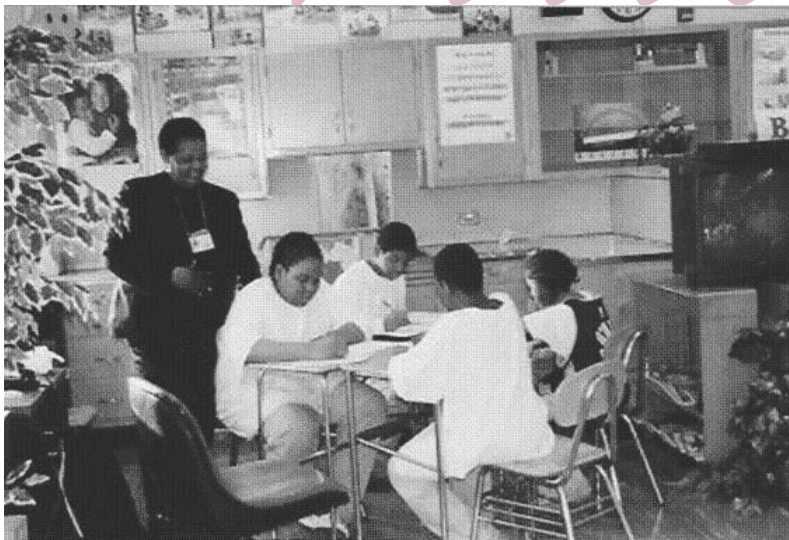


GATHERING FRIENDS

FRI THE NEWSLETTER OF FRIENDS RESEARCH INSTITUTE

The *Village* Model of Care



Betsy Simon working with students in the Village Model of Care Program.

In 1993, the Social Research Center (SRC) of Friends Research Institute, Inc. (FRI) began its exploration into community participatory prevention research when they hired Betsy D. Simon, M.S., CHES, as their first Prevention Program Specialist. She assumed the position of Project Manager on a National Institute on Drug Abuse (NIDA) funded Community-Based Intervention for Children Project (CBI) under the leadership of Drs. David Nurco, Thomas Hanlon, and Richard Bateman.

Before joining the SRC, Betsy Simon, a nationally Certified Health Education Specialist (CHES) and Certified Prevention Specialist (CPS), designed and implemented prevention programs for children and adults in school, university, community, and faith-based settings at the local, regional, and national

levels. Using a family, school, and community partnership approach as the basis for planning, program development, and program execution, she conceptualized a method of prevention programming that valued the strengths and innate resilience of underserved youth and their families while

connecting them to resources and social support services in their communities. Betsy conceptualized this inclusive prevention programming process as the "Village Approach," based on the ancient African proverb, which states, "It Takes a Whole Village to Raise a Child." This proverb highlights the importance of extended family and community support to assist parents in raising positive-minded, healthy children.

Based on this conceptual approach, a review of the CBI protocol and current evidence-based practices, Betsy proposed using the Village Approach as the method of service delivery for the NIDA funded Project. The SRC leadership accepted the recommendation, and the Village Approach was designated as the

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method of service delivery for the CBI Project. The existing protocol was modified to incorporate the changes in study design, and the multifaceted preventive intervention was renamed as The Village Model of Care (VMC).

To a large extent, the VMC incorporates the tenets of the ecological model as outlined by Whittaker & Tracey (1989) in that: (1) human development is viewed from a person-in-environment perspective, (2) different environments that individuals and families experience shape the course of development, (3) each environment contains risk and protective factors that help and hinder development, (4) social influence flows between individuals and their different environments in a two-way exchange that involves complex circular feedback loops; and (5) individuals and families are constantly changing and developing, with coping and adaptation being normal developmental processes. As such, the VMC is a natural vehicle for capitalizing on protective factors and resilience to help adolescents counter multiple environmental risk factors that may be barriers to wholesome development.

Over the past eleven years, the VMC has been successfully implemented in a Northwest Baltimore Community Youth Service Center and in middle schools in Northeast, Southeast, and Southwest Baltimore. These studies, with Dr. Thomas Hanlon as Principal Investigator and Dr. Kevin O'Grady as Evaluator, have been conducted continuously during this period with funding being received from NIDA and the Center for Substance Abuse Prevention. Additionally, the VMC formed the basis for the recently funded National Institute of Nursing grant that applies the model to an Alternative Learning Center.

The VMC has three major prongs: (1) student services [case management, counseling, and structured group mentoring (SGM)], (2) parent/family empowerment activities; and (3) community outreach and partnering social support. The VMC is a service delivery system that requires a carefully designed staffing model and service referral system. The VMC prongs are interlocking and collectively support the overarching mission of the model. However, at the SRC, the structured group mentoring after-school component of the model has also been implemented independently of the entire program in both community and school-based settings. In practice, however, the independent SGM approach should be implemented only after a detailed analysis has been conducted to ensure that program procedures, activities, staffing, and site location are appropriately modified to meet the needs of the intended participants.

Since 1994, Betsy has conducted workshops, given presentations, and presented testimonials regarding the VMC that reveal the various aspects of the model and the enthusiastic support for the program. Program manuals are in the process of being modified to provide evidence-based replication support and guidance for implementation of the model in various settings.

The VMC shows great promise as an emerging model directed toward vulnerable urban African American youth, their families, and other members of underserved communities. Studies have shown that these groups are at greater risk for poverty, school failure, violence, disease, and low health literacy, which are known predictors of substance use, deviance, and multiple health problems later in life. Moreover, the VMC is an example of a successful marriage between research, practice, and community participation as indicated by the seamless involvement of community partners and their provision of advisory, financial, and human resource support since 1993.

The success of any initiative is doomed without the support of key personnel within an organization. In this instance in particular, the FRI leadership and staff decided to venture into the community and, while ensuring the quality and integrity of the research and science, they dared to make a difference in the lives of the participants served by the VMC. In addition to Betsy Simon, the following people should be recognized for their commitment to this project: Patrick Bogan, Executive Director, Diana Caldwell, SRC Administrative Director, Thomas Hanlon, Ph.D., Principal Investigator, Kevin O'Grady, Ph.D., Quantitative Psychologist, Steven Carswell, Behavioral Research Scientist, and the FRI, SRC, and VMC Staff.

Gathering Friends is a publication of Friends Research Institute, Inc. (FRI). Please forward any correspondence to Julie Simon Agetstein, FRI, 505 Baltimore Avenue, P.O. Box 10676, Baltimore, MD 21285.

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Ask The IRB Staff

Does FRI offer training in human research protections to its researchers, research staff, and IRB members?

FRI has recently collaborated with the University of Miami to provide its researchers, research staff, and IRB members with an online course in the protection of human research subjects.

OHRP strongly recommends that Institutions and the designated IRB establish educational training to ensure that research investigators, IRB members and staff, and other appropriate personnel maintain continuing knowledge of, and comply with, relevant ethical principles, relevant Federal regulations, OHRP guidance, other applicable guidance, state and local laws, and institutional policies for the protection of human subjects. Furthermore, OHRP recommends that a) IRB members and staff complete relevant educational training before reviewing human subject research; and b) research investigators complete appropriate institutional educational training before conducting human subject research.

Therefore, to satisfy this federal recommendation, and to provide the greatest protection to its research participants, FRI will now encourage its researchers, research staff, and IRB Members to complete training in human research protections, at least once every two years. This training can be completed by passing the new online course, CITI, created by the University of Miami.

On average, the course takes about six hours to complete; however, the course does not need to be completed in one session. On average, people use 5–6 sessions to complete it.

The course is located at www.citiprogram.org. You must register before beginning the course (by selecting 'Friends Research Institute' from the 'all others' category on the registration menu and entering your contact information). If you have any questions or experience any problems with the course please contact Julie Agetstein at jagetstein@friendsresearch.org or 410-823-5116.

If you have recently completed comparable training in human research protections (such as the UCLA course) in the past two years, then you are not required to complete the CITI course. However, FRI asks that you send your completion certificate to your local IRB department, if you have not already done so. (If you are unsure as to whether your training is considered comparable, please contact your local IRB department.) If you have completed comparable training, you will be given the opportunity to take the CITI course when your current certification expires.

All investigators, research staff, and IRB members who have not had comparable training are encouraged to complete this course by December 31, 2004.

FRI appreciates your taking the time out of your busy schedules to make training in human research protections a priority. You are helping FRI to provide the greatest protection to the people who make research possible, human subjects.

New Research at FRI

FRI is pleased to announce that two of its investigators have recently received grants from the National Institute on Drug Abuse (NIDA).

Leslie Amass, Ph.D., FRI Principal Investigator on the West Coast, received a five-year grant entitled, "Voucher-Based Incentives in a Prevention Setting." The major goal of this project is to determine if voucher-based reinforcement therapy is efficacious for motivating non-treatment seeking homeless, gay and bisexual male substance abusers (HGMSAs) in a community-based prevention program to increase prosocial and healthy behaviors and decrease drug and alcohol use. A randomized controlled, 24-week clinical trial with 144 HGMSAs will be conducted to evaluate this aim.

The Co-Investigators on this project are Jonathan B. Kamien, Ph.D., and Cathy J. Reback, Ph.D. The study began on June 1st of this year and will conclude in April 2009.

Robert Schwartz, M.D., FRI Medical Director and Principal Investigator on the East Coast, also received a five-year grant from NIDA, entitled, "Entry and Engagement in Methadone Maintenance Treatment." This grant was originally the innovation of Robert Battjes, D.S.W., and was written by Dr. Battjes along with FRI Investigator Barry Brown, Ph.D. With the untimely death of Dr. Battjes, Dr. Schwartz took over the project as Principal Investigator, and Dr. Brown remained Co-Investigator.

The purpose of this five-year study is to contribute to the understanding of why drug dependent individuals enter treatment and what makes them remain. In particular, the researchers will be closely examining the contribution of personal, treatment, and environmental factors, which contribute to entry, engagement, and recovery. The project began on June 15th of this year and will conclude in May 2009.

2004 CPDD Scientific Meeting

The 2004 Annual Scientific Meeting of the College on Problems of Drug Dependence (CPDD) was held June 12–17 in Puerto Rico. This year's meeting brought together basic scientists and clinical investigators to discuss the biochemical, behavioral, and public health aspects of drug dependence, and was well represented by FRI investigators from both coasts.

CPDD, which was formed in 1929, is the longest and largest standing group in the United States addressing problems of drug dependence and abuse. It serves as an interface among governmental, industrial and academic communities, while maintaining liaisons with regulatory and research agencies as well as educational, treatment and prevention facilities in the drug abuse field.

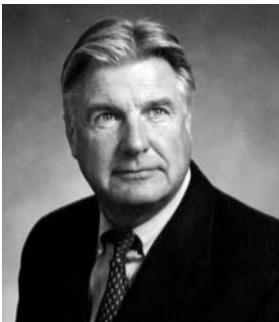
The following FRI researchers were either in attendance at this year's meeting, or their current research was represented with a poster or paper: Leslie Amass, Ph.D., Robert Battjes, D.S.W., Joy Chudzynski, Jonathan Kamien, Ph.D., Elizabeth Katz, Ph.D., David Highfield, Ph.D., Thomas Newton, M.D., Kevin O'Grady, Ph.D., Cathy Reback, Ph.D., John Roll, Ph.D., Robert Schwartz, M.D., and Donnie Watson, Ph.D. They were able to share some of the research they have been working on and learn from others in the drug abuse field.

The following is a sampling of the work that they presented:

- Psychiatric and psychosocial characteristics of homeless gay male substance abusers in a prevention setting
J.B. Kamien, L. Amass, and C.J. Reback
- Buprenorphine tablet treatment for opioid dependence in patients with comorbid chronic severe pain.
L. Amass
- Interim methadone maintenance
R.P. Schwartz, D. Highfield, R.J. Battjes, J.M. Callaman, and K. O'Grady
- A comparison of heroin injectors and snorters seeking methadone treatment
D. Highfield, R.P. Schwartz, R.J. Battjes, J.M. Callaman, and K. O'Grady
- Contingency management for treating the cigarette smoking of adolescents: A pilot study
J.M. Roll, and J.E. Chudzynski
- The effect of an alternative source of reinforcement on human methamphetamine self-administration
J. Chudzynski, T. Newton, and J. Roll
- African American clergy's perceptions of the leading health problems in their communities and their role in supporting parishioners' health
D.W. Watson
- Recent cocaine use trends in the Republic of South Africa
D.W. Watson
- Psychometric properties of the religion and spirituality in recovery instrument
D.W. Watson
- A comparison of psychiatric and demographic characteristics of female and male treatment-seeking, methamphetamine-dependent individuals
J.E. Chudzynski, and J.M. Roll

The FRI Conference Division

FRI is sad to announce that the FRI Conference Division, located in Easton, has been closed due to financial constraints within the Division. The Division was in operation since 1997 and was involved in running many different conferences for different organizations including the VA and OHRP as well as conferences for FRI. The work of the Conference Division was instrumental in gaining recognition for FRI, and the conferences were managed so efficiently that clients came back for repeat conferences. We thank the Division and the dedicated staff who worked so hard on FRI's behalf. FRI's National office, located in Towson, will assume the duties of the Conference Division.



A Message from the Executive Director

One of the critical needs of an organization is the ability to refine and develop a way to provide meaningful job performance feedback to all employees.

Many articles have been written, seminars held, and forms created addressing the issue of employee evaluations. Often the most urgent question on an employee's mind is "How am I doing?" Employees must understand what is expected of them in the performance of their jobs and how they are meeting those expectations. Communicating clear standards and performance expectations is an important task of the supervisors. Since jobs and duties are often changing, the employees' adaptation to the changes should be assessed on a yearly basis.

There are other valid reasons for conducting yearly employee performance appraisals. Decisions related to promotability, advancement, selection for training, and even discipline may flow from the results of an objective performance appraisal process. A yearly evaluation encourages employees to reach their full potential. It also serves to recognize employees for their contributions to FRI. The evaluation process is an opportunity for the supervisors to learn more about the employee, and to gather suggestions for company improvement. FRI recognizes that there is a lot that can be learned from employees that may upgrade efficiency and productivity. Suggestions for improvement are always welcomed.

In national surveys, a large percentage of employees request continuous performance feedback in a constructive, coaching, mentoring relationship. FRI, working through the Human Resources Department has developed an effective appraisal program that is supportive to the employee. Each supervisor is

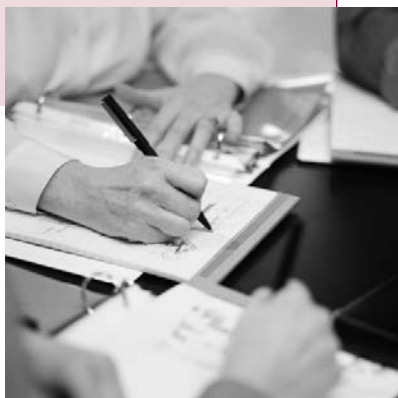
reminded of the anniversary dates of his/her staff and asked to complete an employee evaluation within 30 days of that anniversary date.

As an employee, if you have not received a timely evaluation, you may want to remind your supervisor, or contact Human Resources, about the need to conduct an appraisal.

Patrick F. Bogan

Employees' Corner— Important Announcements

- Effective pay period ending August 3, 2004 all West Coast employees should fax (410-823-5131) their timesheets directly to the East Coast office to the attention of Leanne Zufall, Payroll Administrator. Leanne will also handle all payroll related issues (410-823-5116, lzufall@friendsresearch.org).
- Effective August 1, 2004, all West Coast employees should contact Norma McCormack, HR Manager, at the East Coast office (410-823-5116, nmccormack@friendsresearch.org) for any HR related issues.
- Effective September 1, 2004, Michele Hipsley will be filling in for Leanne Zufall while she is out on FMLA. Leanne will resume her duties November 1, 2004. Please send all payroll related information during this time period directly to Michele Hipsley (mhipsley@friendsresearch.org, fax 410-823-5131)
- FRI offers and encourages employees to sign up for direct deposit. Please contact the Payroll Department if you are interested and haven't signed up yet.
- FRI offers 401(k) retirement options through Manulife Financial. Contact the Payroll Department to learn how to participate, if you haven't already done so.
- All employees who currently have health and dental coverage through FRI will be receiving a notice of COBRA rights, an informational document that the federal government requires employers to send to their employees once a year. No response to the notice is required.



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Happy Anniversary!

*Congratulations to this quarter's employees who have celebrated an anniversary with FRI.
We appreciate your loyalty and dedication to the organization.*

APRIL	YEARS	MAY	YEARS	JUNE	YEARS
Diana Caldwell	15	Geraldine Hockett	16	Wanda Cross	40
Monique Wilson	8	Norma McCormack	15	Betsy Simon	11
Scott Kehir	3	Donna Wolff	10	Amber Hollingsworth	5
Kathleen Garrison	2	Meredith Portnoff	7	Jane Zhang, Ph.D.	4
Warren Lee	2	Tassos Kyiakides, Ph.D.	5	Lorrie Bisesi	3
Lynette Yeow	1	Jane Swanbeck	5	Christopher Collins	3
Shakeeta Smith	1	Stanford Carpenter	4	Deon Brown	2
		Jane Gannod	3	Ashira Jensen	2
		Noemi Mai	3	RoseAnn Fleming	1
		Kathryn Couvillion	3	Fabian Aguirre	1
		Melissa Harris	3		
		Diane Curry	2		
		Keisha Benjamin	2		
		Nancy Holt	1		