Juvenile Justice and Rehabilitation Administration

Washington State Department of Social & Health Services

Transforming lives

Juvenile Justice and Rehabilitation Administration

Department of Social and Health Services

Strategic Plan Metrics

Transforming Lives

June 2015

Washington's Progress

Juvenile Rehabilitation

	2012	2013	2014	
Juvenile rehabilitation youth health	YELLOW	YELLOW	YELLOW	
Juvenile rehabilitation youth benefits on system exit	YELLOW	YELLOW	YELLOW	
Juvenile rehabilitation youth return	YELLOW	YELLOW	GREEN	This measure only evaluates return to a Juvenile Justice institution so it may over-estimate progress. Measure is scheduled to change.
Juvenile rehabilitation parole services	RED	RED	RED	Parole suspension services are available to less than half of all juveniles released from the system.
Juvenile rehabilitation community transition	YELLOW	YELLOW	YELLOW	
Juvenile rehabilitation vocational training	RED	YELLOW	GREEN	
Juvenile rehabilitation academic development	YELLOW	YELLOW	YELLOW	
Juvenile rehabilitation use of evidence-based practices	GREEN	GREEN	GREEN	

Vocational Rehabilitation

	2012	2013	2014	
Vocational rehabilitation success rate	GREEN	GREEN	GREEN	
Vocational rehabilitation student preparedness plans	RED	RED	RED	
Vocational rehabilitation customer satisfaction	YELLOW	YELLOW	YELLOW	
Vocational rehabilitation wage progression	RED	RED	RED	

Rehabilitative Adult Confinement

	2012	2013	2014	
Special Commitment Center treatment participation	YELLOW	YELLOW	GREEN	

General

	2012	2013	2014	
Culturally competent services	GREEN	GREEN	GREEN	
Worker safety	YELLOW	YELLOW	YELLOW	
Racial disproportionalilty	YELLOW	YELLOW	YELLOW	

Click HERE to go to JJ&RA's strategic plan.

Juvenile Justice and Rehabilitation Administration

		Strategic Plan & Results WA #
Juvenile Rehabilitation		
J1.1	Percent of youth released from juvenile rehabilitation who do not return in 12 months	SP 2.1.1 ; RW 2.3.b
JX.2	Percent of health assessments completed within seven days of admission	SP 1.1.1
J2.1	Percent of youth who get benefits after release from juvenile rehabilitation	SP 1.1.2
JX.3	Percent of youth receiving parole services	SP 2.1.2
JX.1	Residential fill rates in juvenile rehabilitation institutions and community facilities	SP 2.1.3
JX.4	Percent of youth enrolled in vocational training programs	SP 2.2.1
J3.1	Percent of youth confined in juvenile rehabilitation facilities for over six months whose test scores increased between admission and discharge	SP 2.3.1
JX.5	Number of evidence- and research-based services to juvenile justice involved youth	SP 5.1.1
JX.7	JJ&RA staff participating in professional develoopment	SP 5.2.1
JX.8	JJ&RA employee satisfaction	SP 5.2.2
Vocational Rehabilitation		
V1.1	Percent of vocational rehabilitation clients who exit the vocational rehabilitation program who achieve an employment outcome	SP 4.1.1
VX.5	Percent of transition students who exit high school with an IPE in place	SP 4.1.2
VX.6	Vocational rehabilitation customer satisfaction rates	SP 4.2.2
VX.7	Percent of DVR clients who achieve employment at state median wage	SP 4.2.3
VX.2	Number of vocational rehabilitation clients who achieve employment outcomes each quarter	SP 4.2.1
Rehabilitative Adult Confinement		
SC1.3	Percent of residents voluntarily enrolled in Sex Offender treatment at the total confinement facility	SP 2.4.1
General		
JX.9	Number of JJ&RA divisions having a diversity and inclusion plan	SP 5.2.3
JX.6	Referral of assaults to law enforcement	SP 5.1.3
VX.4	Ratio of access for minorities to vocational rehabilitation programs and services compared to non-minority access	SP 5.1.4

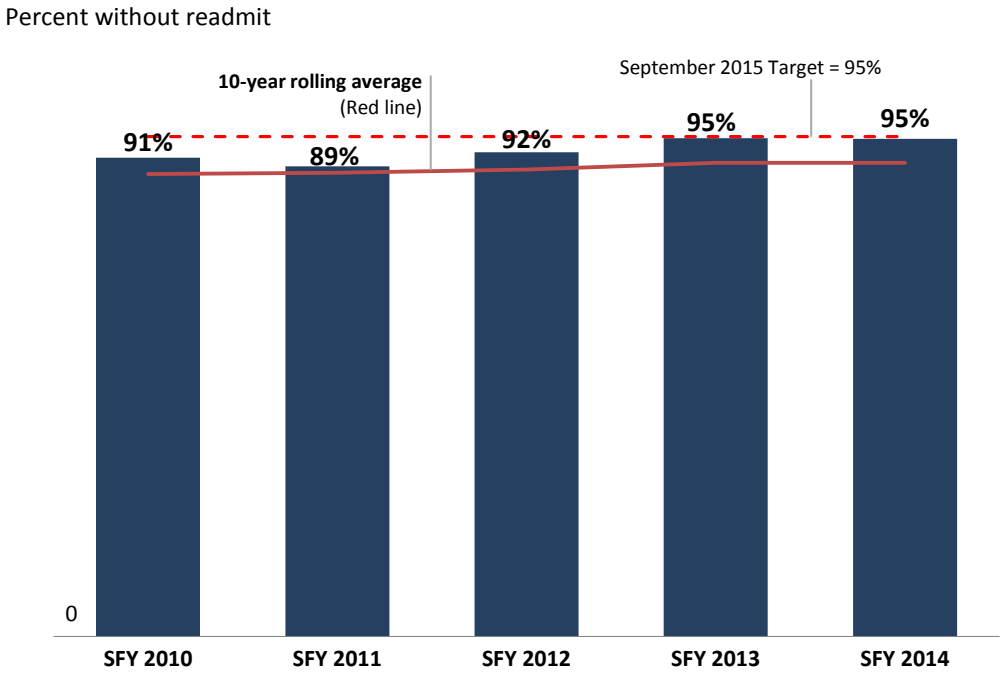
Note: See page 2 for a more detailed summary of progress. Colored markers in left margin denote 2014 progress markers. Progress marker is not necessarily based solely on the Performance Metric, but may include consideration of national comparisons and additional factors.

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Minimize risk to community

Percent of youth released from juvenile rehabilitation who do not return in 12 months



DATA SOURCE: Automated Client Tracking System (ACT); supplied by Rebecca Kelly.
MEASURE DEFINITION: Percent of youth released from JRA by fiscal year who do not experience readmission within 12 months of their release.
DATA NOTES: 1 Ten year average is a rolling average of the current year plus the previous 9 years.

SUMMARY

- **This measure is one indicator of whether youth leaving JRA programs are successful in re-entering the community and remaining crime free.**

- **The readmission rate continues to be under 10%. This data does not include information on whether a youth entered adult corrections or received community sanctions for a crime.**
A more complete measure of whether a youth is remaining crime free is an 18 month measure of felony recidivism.

ACTION PLAN

- **Continue to improve the use and practice of evidence based programs and reentry programs to serve youth and their families.**

- **Continue work with RDA to implement an approach to regularly analyze youthful recidivism which will include data on youth prosecuted as adults or who receive community sanctions.**

TO DATA: http://www.dshs.wa.gov/data/metrics/J1.1.xlsx

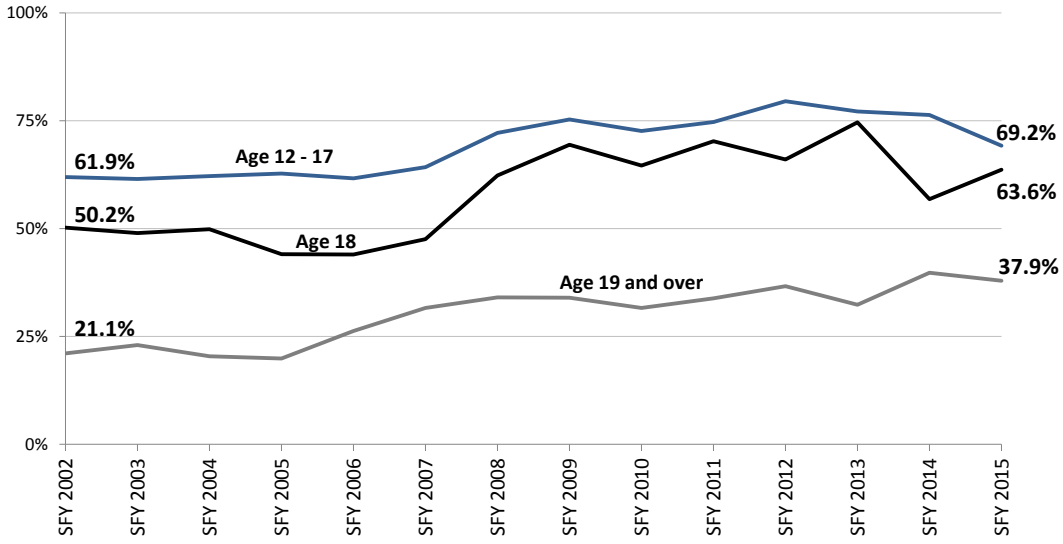
Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Increase coordinated services during times of transition

Percent of youth who get benefits after release from juvenile rehabilitation

Percent of youth who get Medicaid medical benefits after release from JRA institutions



DATA SOURCE: Integrated Database; supplied by David Mancuso, PhD.
MEASURE DEFINITION: Percentage of JRA Institution "Leavers" enrolled in Medicaid medical coverage, by age.
DATA NOTES: 1 Chart plots the number of youth who are enrolled in Medicaid coverage in their first month out of institutions. **2** Fiscal year averages include all releases in the fiscal year.

SUMMARY

- **Youth success as they reenter the community and avoid future crime depends in part on the services and supports they access.**
- **This data indicates that JRA youth are accessing DSHS funded medical benefits at an improved rate. Not all JRA youth are eligible for this benefit, but the high rate of youth receiving benefits indicates the referral process is effective.**
- **Benefits including medical and behavioral health services are key factors in youth maintaining a crime free lifestyle.**
- **Contact Juvenile Rehabilitation Administration for current analysis and action plans.**

TO DATA: http://www.dshs.wa.gov/data/metrics/J2.1.xlsx

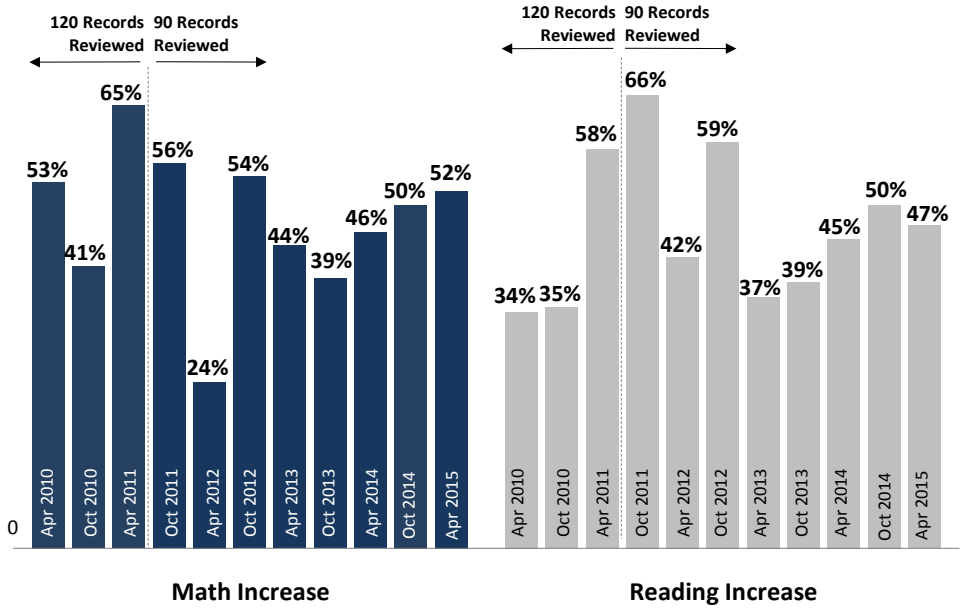
Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Improve academic achievement

Percent of youth confined in juvenile rehabilitation facilities for over six months whose test scores increased between admission and discharge

Fiscal semester



DATA SOURCE: The Performance-based Standards (http://cjca.net/initiatives/performance-based-standards-pbs); supplied by Jennifer Redman, JRA.
MEASURE DEFINITION: Review of 90 records starting in October 2011 and 120 records prior to October 2011 (30 from each of the JRA institutional facilities) from youth released during or right before the respective data collection month.
DATA NOTES: **1** Updated twice per year. **2** JRA institutional facilities include: Green Hill School, Naselle Youth Camp, and Echo Glen Children's Center. **3** Data from October 2011 forward does not include Maple Lane School which officially closed July 1, 2011.

SUMMARY

- **JRA continues to examine test scores of a small sample of youth that left institutions (90 youth per time period).**
- **JRA continues to work with the academic schools to prioritize and improve youth educational progress.**

ACTION PLAN

- **JRA has recently completed work with the Council of Juvenile Correctional Administrators (CJCA) to improve the data collection process and increase the pool of youth with educational data. This new process will help with ensuring that the data reflects the full group of youth served by JRA.**

TO DATA: http://www.dshs.wa.gov/data/metrics/J3.1.xlsx

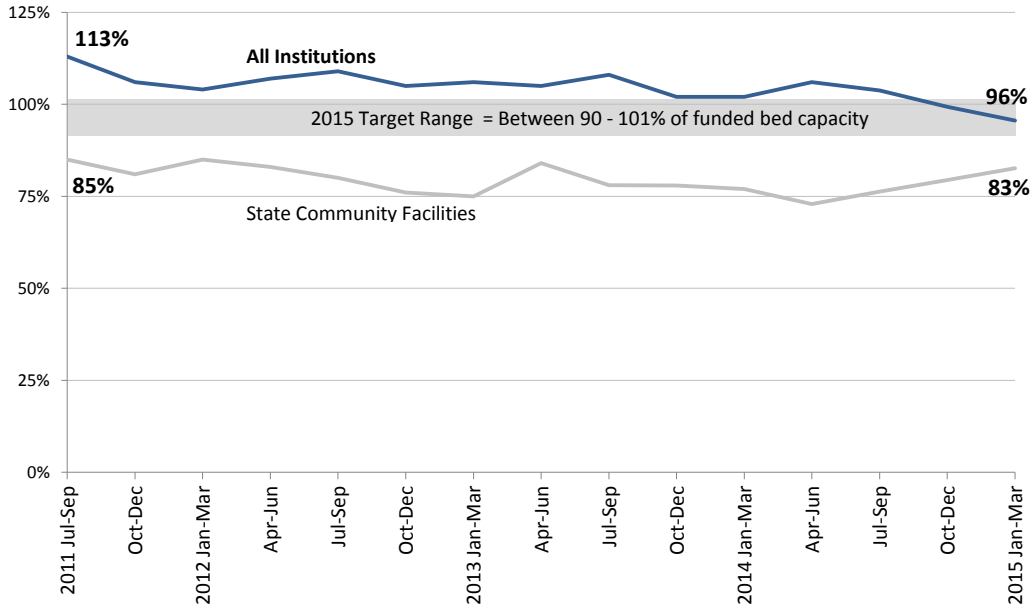
Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Minimize risk to community

Residential fill rates in juvenile rehabilitation institutions and community facilities

Statewide Average



DATA SOURCE: ACT; supplied by Rebecca Kelly.
MEASURE DEFINITION: Percent of bed utilization for juvenile institutions and for community facilities as indicated by the average daily population.
DATA NOTES:

SUMMARY

- **Residential population within juvenile residential programs continues to trend down.**
  - *Population at juvenile institutions is consistently above 100%*
  - *Population at community facilities is below target of 90%*
  - *Population varies with admissions, transfers, and discharges*

- **Target is for residential fill rates between 90% and 101% of the funded bed capacity at both juvenile institutions and community facilities.**

- **When the residential population exceeds 101% of capacity, the cost of care at the facility also goes up. In addition, the lower community facility fill rates do not allow the administration to efficiently utilize staffing at those facilities.**

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure 2.1.3.**

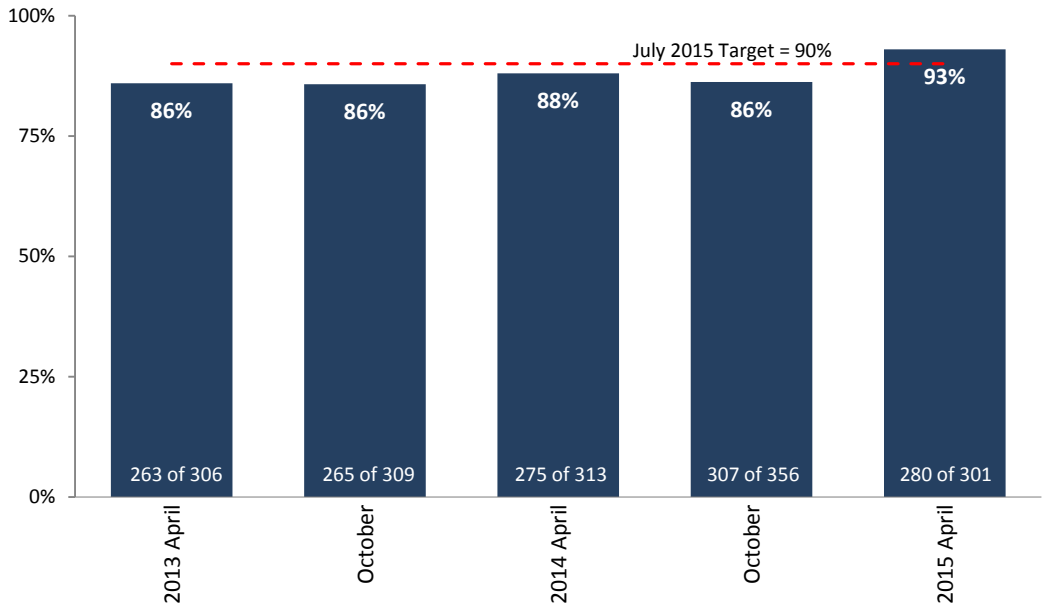
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.1.xlsx

Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Minimize risk to community

Percent of health assessments completed within seven days of admission



SUMMARY

- **Updated action plans for this measure are located in the Rehabilitation Administration Strategic Plan, measure SP 1.1.1.**

DATA SOURCE: JR Performance-based Standards (PbS) data collection, which occurs twice a year in April and October; supplied by Jennifer Redman.
MEASURE DEFINITION: Percent of health assessments completed within seven days of a youth's admission to JR.
DATA NOTES: 1 Data through October 2012 reflects the last month of the 6th month period. Beginning in April 2013 to current, data reflects 6 month data collection periods.

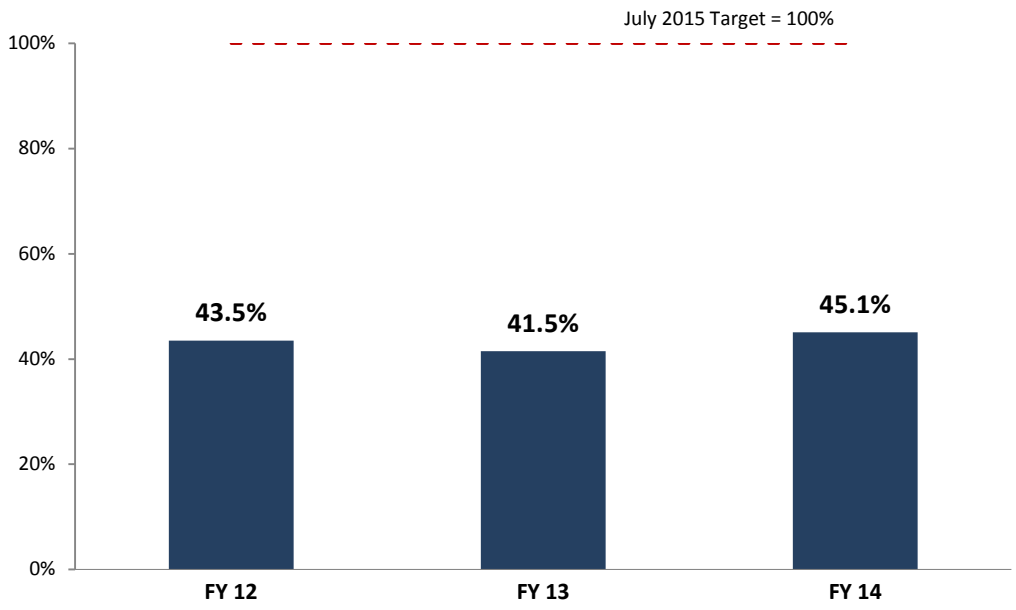
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.2.xlsx

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Minimize risk to community

Percent of youth receiving parole services



DATA SOURCE: ACT; supplied by Rebecca Kelly.
MEASURE DEFINITION: Percent of youth receiving parole services upon release from residential commitment.
DATA NOTES: **1** In response to budget cuts in 2009, research-based parole services were cut for youth who were not mandated to have the service by law.

SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 2.1.2.**

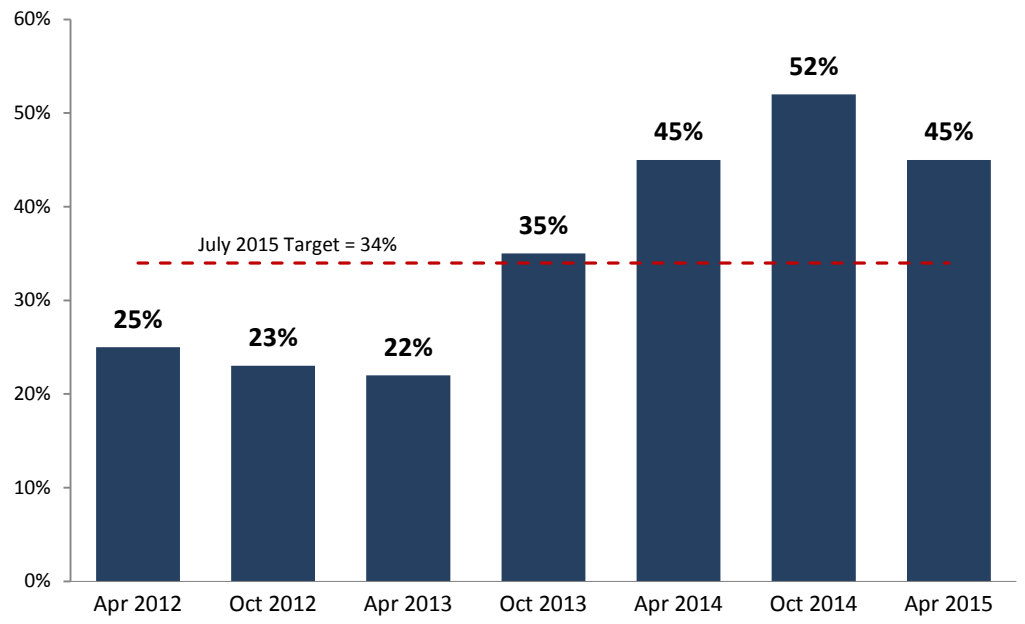
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.3.xlsx

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Minimize risk to community

Percent of youth enrolled in vocational training programs



SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 2.2.1.**

DATA SOURCE: JR Performance-based Standards (PbS) data collection; supplied by Jennifer Redman; Community facility hand countsdata collected by Dan Schaub.
MEASURE DEFINITION: Percent of youth enrolled in vocational training programs.
DATA NOTES: **1** PbS collection occurs twice a year in April and October. **2** Community Facility sample added in beginning April 2014.

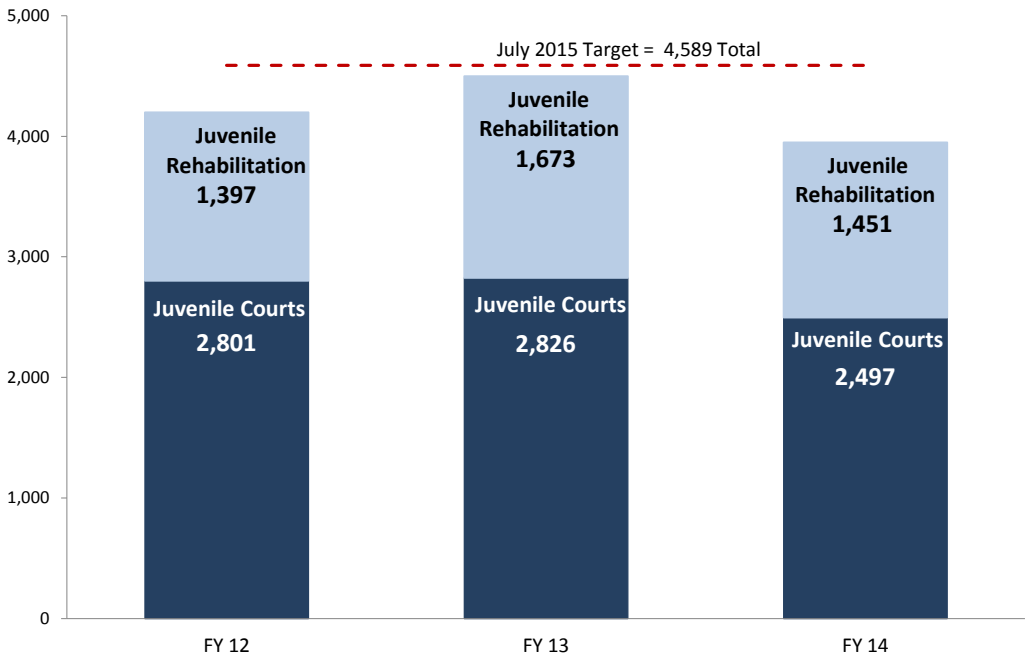
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.4.xlsx

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Minimize risk to community

Number of evidence- and research-based services to juvenile justice involved youth



SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 5.1.1.**

DATA SOURCE: Court billing reports; supplied by Cory Redman. ACT and other internal reports for JR EBPs; supplied by Pam Sacks-Lawlar.
MEASURE DEFINITION: Number of evidence- and research-based services to juvenile justice involved youth served by county courts and Juvenile Rehabilitation.
DATA NOTES: Evidence-based and research-based practices are those identified by WSIPP and on the list: http://www.wsipp.wa.gov/ReportFile/1552/Wsipp_Updated-Inventory-of-Evidence-based-Research-based-and-Promising-Practices-for-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Inventory.pdf

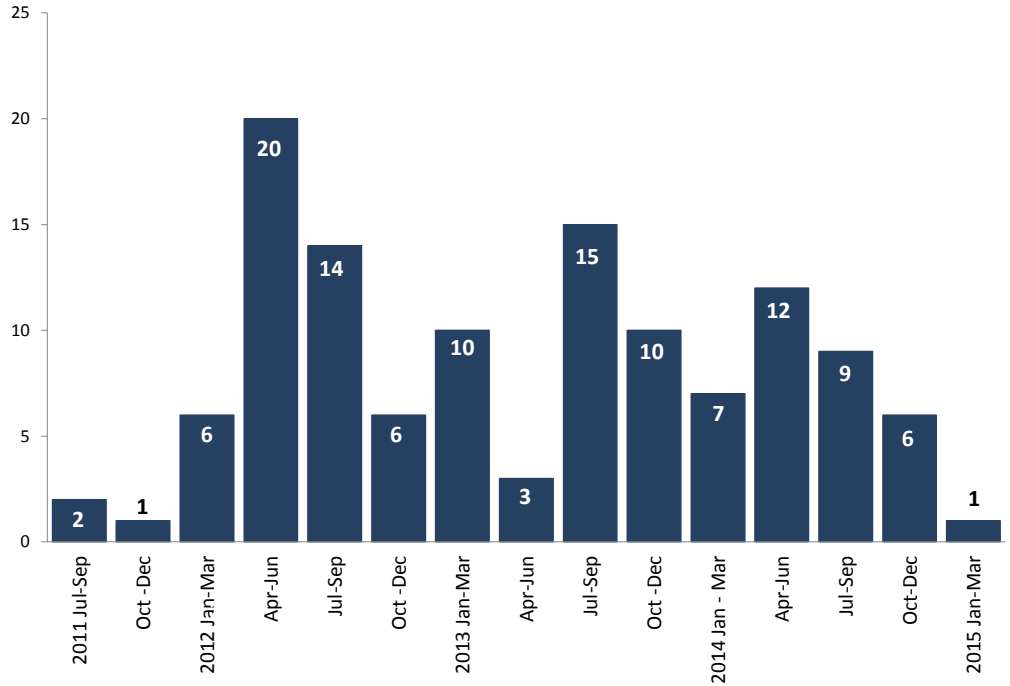
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.5.xlsx

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Minimize risk to community

Referral of assaults to law enforcement



SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 5.1.3.**

DATA SOURCE: ACT, Automated Report of Incident; supplied by Debbie Lyne.
MEASURE DEFINITION: Number of referrals to law enforcement for assaults on staff.
DATA NOTES:

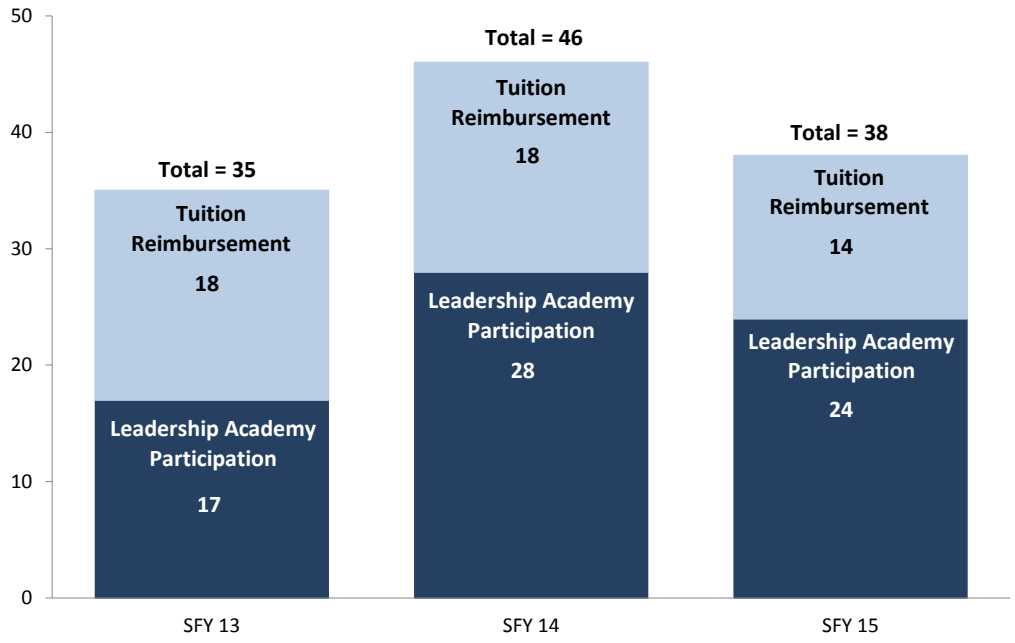
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.6.xlsx

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Talent Management

JJ&RA staff participating in professional development



DATA SOURCE: Leadership Academy participants; supplied by Ted Ryle. Tuition Reimbursement participants; supplied by Georgina Carlton.
MEASURE DEFINITION: JJ&RA staff participating in professional development.
DATA NOTES: **1** Developing methods for measuring professional mentoring and coaching.

SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 5.2.1.**

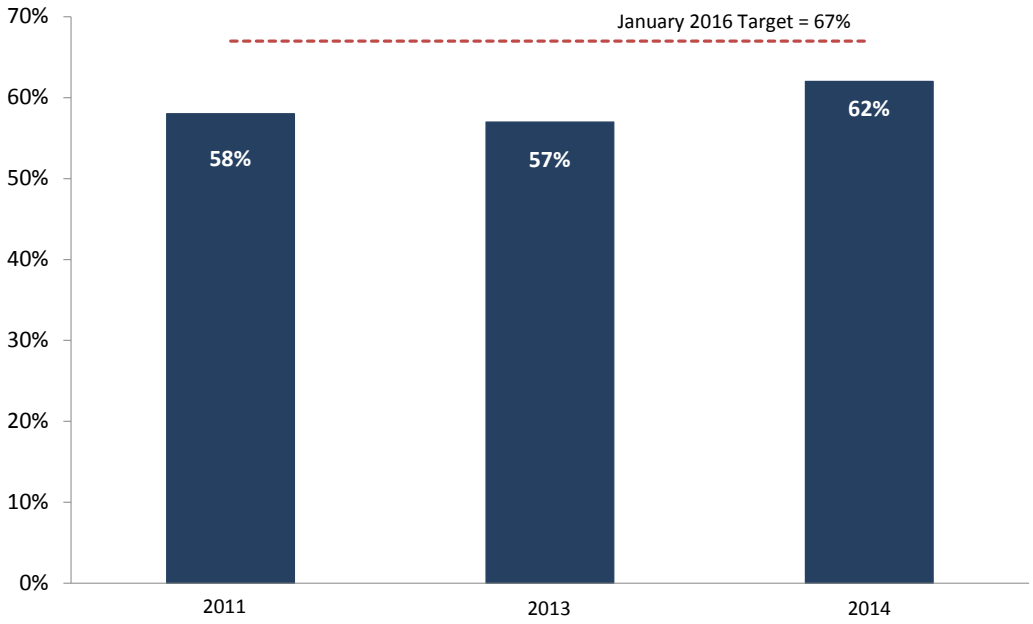
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.7.xlsx

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Talent Management

JJ&RA employee satisfaction



SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 5.2.2.**

DATA SOURCE: DSHS Employee survey; supplied by Nancy Raiha, RDA.
MEASURE DEFINITION: Percent of JJ&RA staff who answer "Almost Always or Always" or "Usually" on the employee survey question "In general, I'm satisfied with my job."
DATA NOTES:

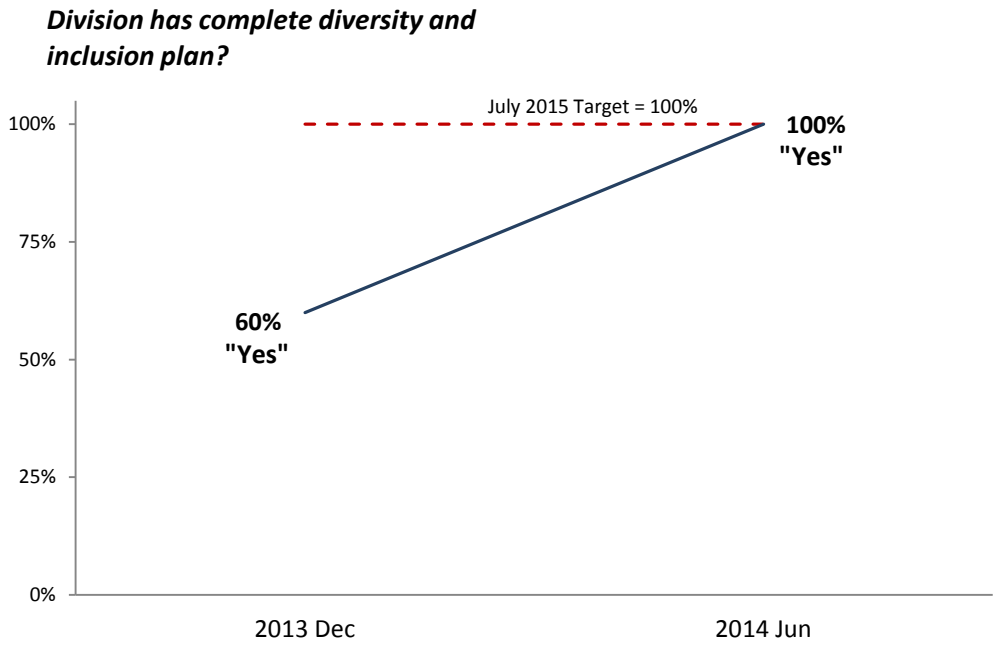
TO DATA: http://www.dshs.wa.gov/data/metrics/JX.8.xlsx

Juvenile Justice and Rehabilitation Administration

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Talent Management

Number of JJ&RA divisions having a diversity and inclusion plan



SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 5.2.3.**

DATA SOURCE: Supplied by Theresa Powell.
MEASURE DEFINITION: Number of JJ&RA divisions having a diversity and inclusion plan.
DATA NOTES:

TO DATA: http://www.dshs.wa.gov/data/metrics/JX.9.xlsx

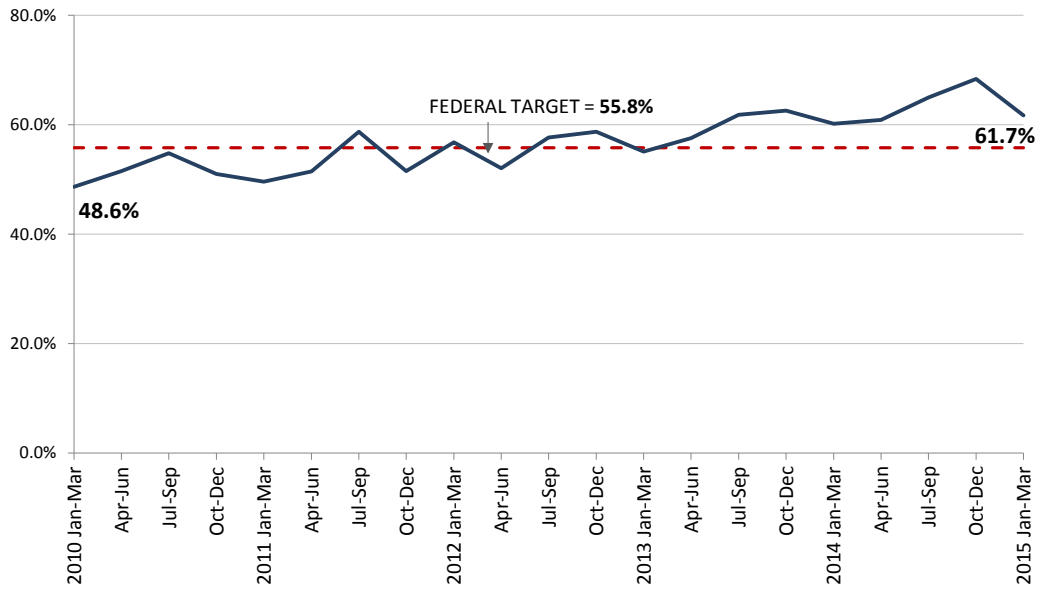
Vocational Rehabilitation

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Increase employment of clients served by DSHS

Percent of vocational rehabilitation clients who exit the vocational rehabilitation program who achieve an employment outcome

Statewide



DATA SOURCE: DVR; supplied by Michael Krubsack.
MEASURE DEFINITION: Rehabilitation Rate: Of the customers who exit the Vocational Rehabilitation program after receiving Individualized Plan for Employment (IPE) services, the percent who achieve an employment outcome.
DATA NOTES:

SUMMARY

- **The percent of DVR clients who go to work fluctuates between 50 - 60%. The federal standard is 55.8%.**
- **DVR's goal is to assist at least 60% of clients with Individualized Plans for Employment to successfully go to work.**
- **This is challenging because of two primary factors:**
  1) ***DVR job seekers face the worst job market in decades; even though the state unemployment rate is declining many DVR clients find it hard to compete against those with more work experience.***
  2) ***Half of all DVR clients experience significant mental illness barriers to employment (many in combination with other disabling conditions). Only about one-half of these clients are eligible for community mental health treatment – many do not successfully complete DVR services because they cannot get needed mental health services.***

ACTION PLAN

- **Continue working with the Employment Security Department to develop more "on-the-job training" job placements for DVR clients.**
- **Implement working agreements with the Department's Division of Behavioral Health & Recovery, Community Services Division, Regional Support Networks, and mental health providers to better serve DVR clients in overcoming their mental illness barriers to employment.**
- **Ongoing implementation of an on-line self-assessment and referral tool on the DVR website that emphasizes individuals who are referred for VR services must want to go to work.**
- **Continue filling vacant VR Counselor positions as quickly as possible; less caseload disruption leads to a higher rehabilitation rate.**

TO DATA: http://www.dshs.wa.gov/data/metrics/V1.1.xlsx

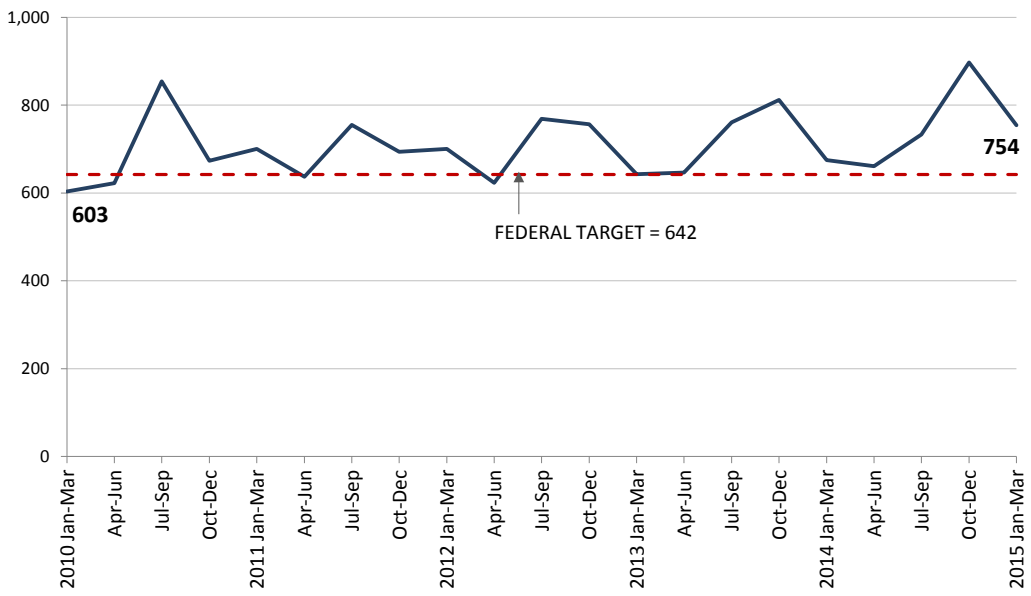
Vocational Rehabilitation

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Increase employment of clients served by DSHS

Number of vocational rehabilitation clients who achieve employment outcomes each quarter

Statewide



SUMMARY

- **While there is month-to-month variation, DVR primarily meets or exceeds the targeted number of clients who achieve employment outcomes each month.**

- **The count of employment outcomes is made up of clients whose cases are closed after being employed for at least 90 days and no longer requiring DVR services.**

ACTION PLAN

- **DVR's trend for the past 3 fiscal years has been to increase the number of clients who achieve employment outcomes year-over-year. This trend will be sustained by delivering quality VR services and effectively managing caseloads.**

DATA SOURCE: DVR; supplied by Michael Krubsack.
MEASURE DEFINITION: Employment Outcomes: The number of individuals achieving employment outcomes each quarter.
DATA NOTES:

TO DATA: http://www.dshs.wa.gov/data/metrics/VX.2.xlsx

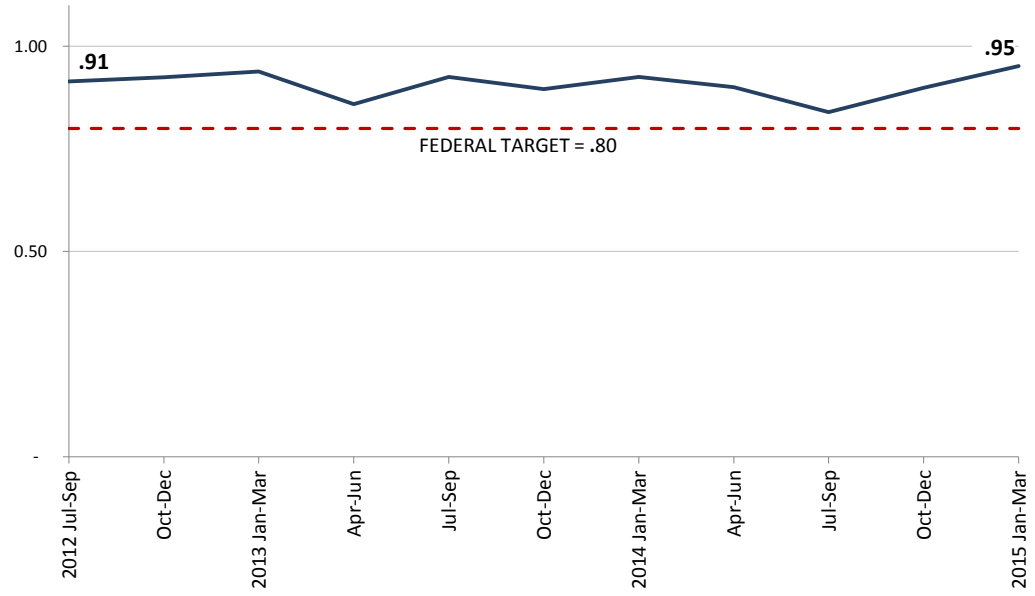
Vocational Rehabilitation

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Equal access to programs and services

Ratio of access for minorities to vocational rehabilitation programs and services compared to non-minority access

Statewide



DATA SOURCE: DVR; supplied by Michael Krubsack.
MEASURE DEFINITION: Access to services for minorities served by the Division of Vocational Rehabilitation as measured by the ratio of the minority service rate to the non-minority service rate for all customers served by DVR.
DATA NOTES:

SUMMARY

- **DVR consistently exceeds the federal target for the ratio of minority clients served compared to non-minority clients.**
- **Equal access to DVR services is a federal requirement and measured as a ratio between the rate of service delivery to minority clients compared to the rate of service delivery to non-minority clients.**

ACTION PLAN

- **Continue placing a strong value on serving a client population that reflects the racial, ethnic and cultural diversity of our state.**
- **Maintain and continue building effective relationships with a variety of stakeholders and partners who assure that a diverse cross-section of clients are referred to DVR on a regular basis.**

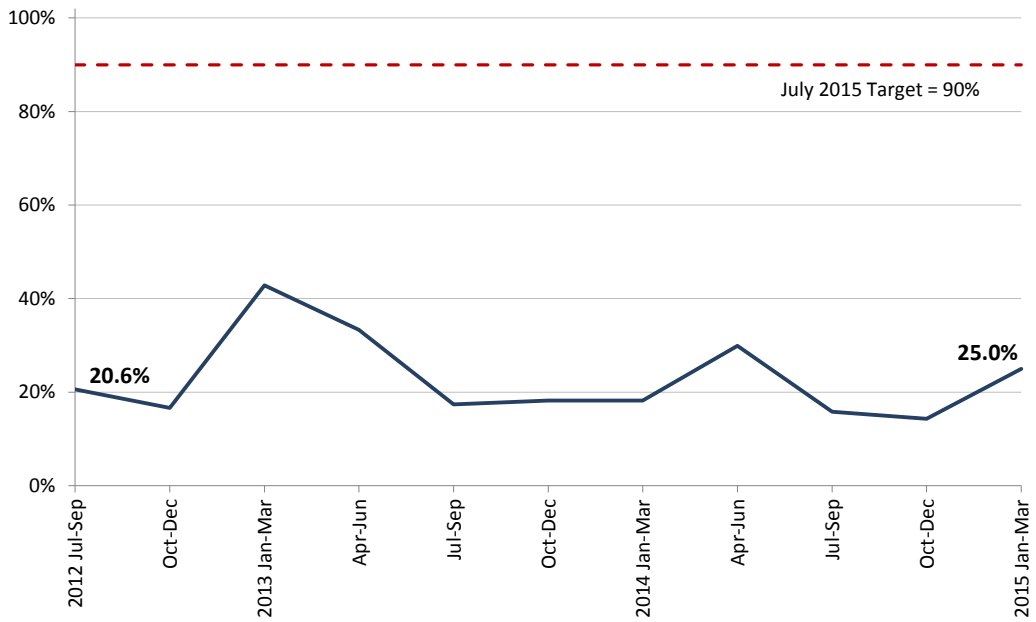
TO DATA: http://www.dshs.wa.gov/data/metrics/VX.4.xlsx

Vocational Rehabilitation

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Increase employment of clients served by DSHS

Percent of transition students who exit high school with an Individual Plan for Employment (IPE) in place



SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 4.1.2.**

DATA SOURCE: DVR/STARS; supplied by Brian Clark.
MEASURE DEFINITION: Percent of transition students who exit high school with an Individual Plan for Employment (IPE) in place.
DATA NOTES: **1** Report uses the "Expected High School Exit Date" as a point of comparison to the "Plan Signature Date" for transitioning students.

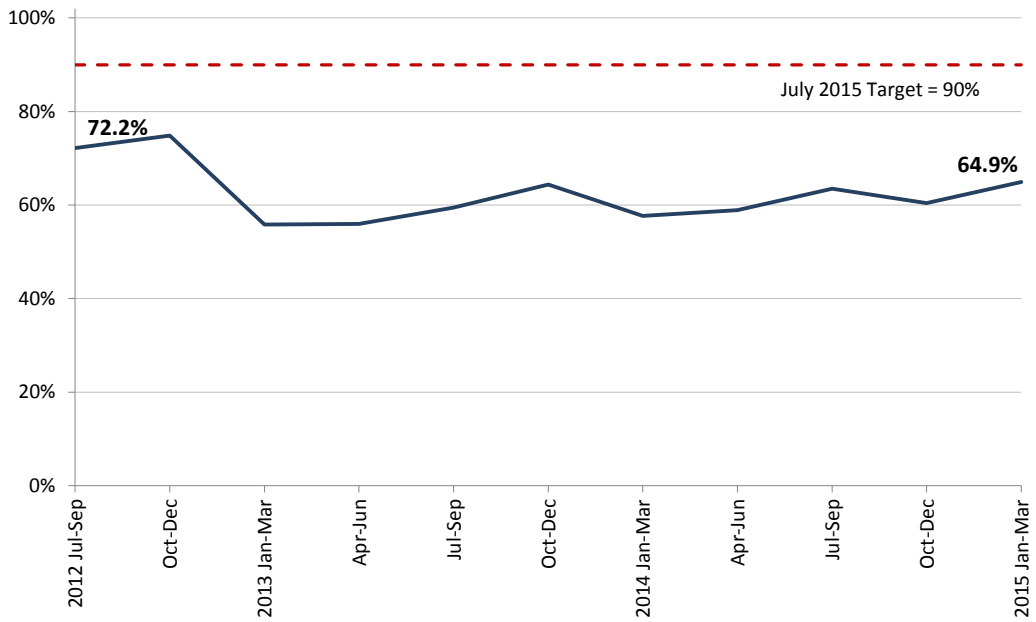
TO DATA: http://www.dshs.wa.gov/data/metrics/VX.5.xlsx

Vocational Rehabilitation

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Increase employment of clients served by DSHS

Vocational rehabilitation customer satisfaction rates



DATA SOURCE: DVR/STARS; supplied by Brian Clark.
MEASURE DEFINITION: Vocational rehabilitation customer satisfaction rates.
DATA NOTES: **1** Case Closure Customer Surveys sent out monthly to customers. Results entered in STARS upon receipt. Not sent to customers where the closure reason indicates we are not able to contact or communicate with the customers.

SUMMARY

- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 4.2.2.**

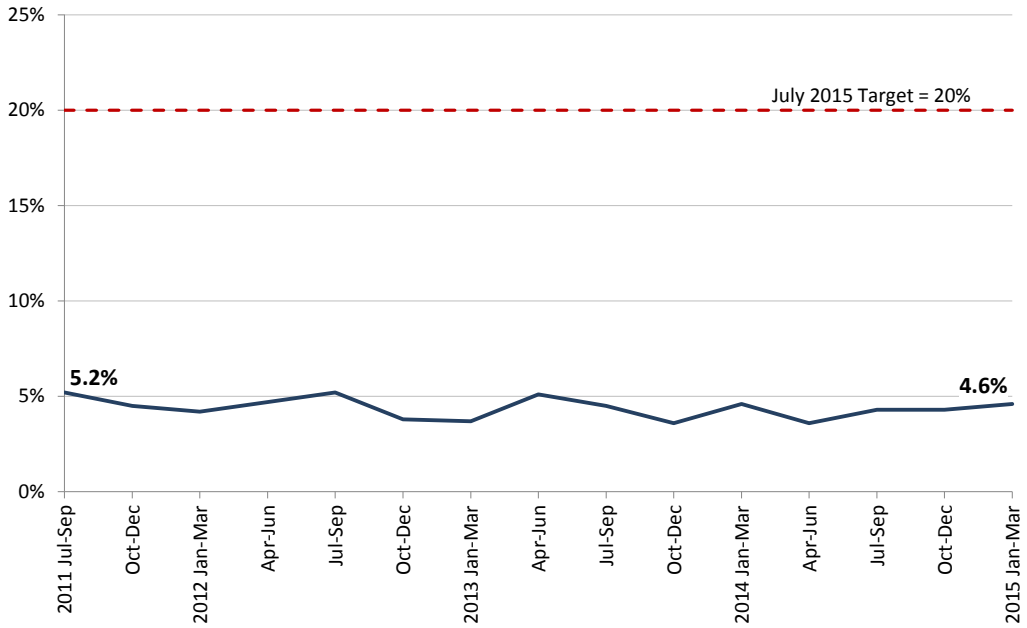
TO DATA: http://www.dshs.wa.gov/data/metrics/VX.6.xlsx

Vocational Rehabilitation

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Increase employment of clients served by DSHS

Percent of DVR clients who achieve employment at state median wage



DATA SOURCE: DVR/STARS; supplied by Brian Clark.
MEASURE DEFINITION: Percent of DVR clients who achieve employment at state median wage.
DATA NOTES: **1** Closed-rehabilitated customers' hourly wages, entered by DVR staff, are compared to the most current state median wage, published by the Employment Security Department. **2** State Median Hourly Wage: $22.09/Hour, updated 4.07.2015.

SUMMARY

- **This measure shows the percentage of DVR clients who achieve employment outcomes that match the state median wage.**
- **Updated action plans for this measure are located in the JJ&RA Strategic Plan, measure SP 4.2.3.**

TO DATA: http://www.dshs.wa.gov/data/metrics/VX.7.xlsx

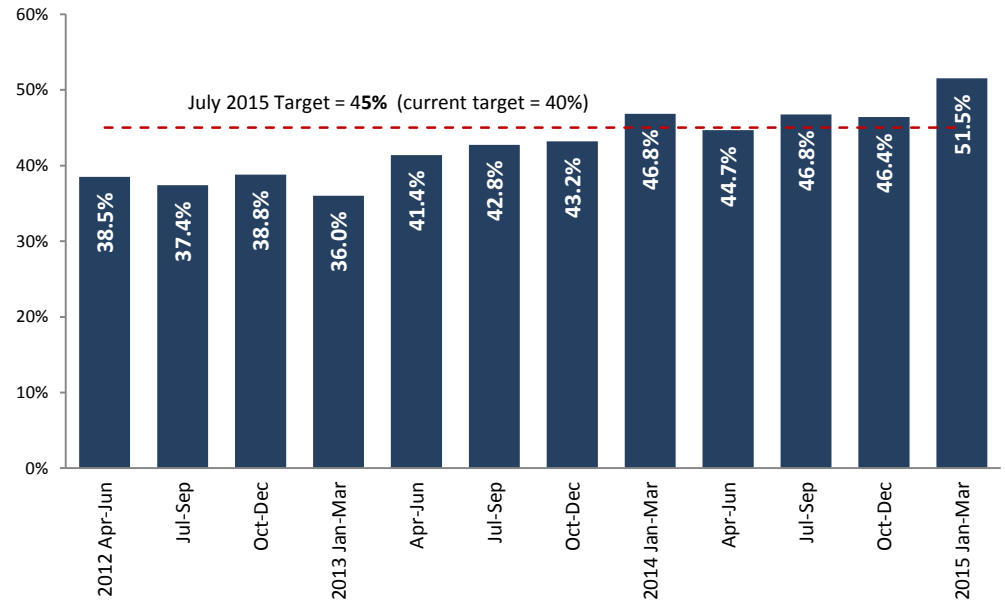
SCC | Special Commitment Center

Effective · Efficient
Accountable Government
Jay Inslee, Governor

Confine and rehabilitate adult offenders

Percent of residents voluntarily enrolled in Sex Offender treatment at the total confinement facility

Percent of residents voluntarily enrolled in treatment



DATA SOURCE: Result Performance Management system, Measure 002209, data held in the Office of the Clinical Director; supplied by Cathi Harris, SCC.
MEASURE DEFINITION: Percent of residents voluntarily enrolled in sex offender specific treatment at the total confinement facility
DATA NOTES: 1 Sex offender specific treatment is offered to all residents of the SCC and is not mandated.

SUMMARY

- **Sex offender treatment is offered to all residents Residents engage voluntarily if interested.**
- **Engagement provides the opportunity to move toward a less restrictive alternative (LRA).**
- **Data demonstrates an increase in voluntary participation.**

ACTION PLAN

- **Continue to actively encourage treatment participation of residents through education and exposure to the treatment program.**
- **Outreach of clinical team to new admissions.**

TO DATA: http://www.dshs.wa.gov/data/metrics/SC1.3.xlsx