

2015 Report on the State of Human Services in Washington

MISSION

To transform lives

VISION

People are healthy,
People are safe,
People are supported,
Taxpayer resources are guarded

VALUES

Honesty and Integrity
Pursuit of Excellence
Open Communication
Diversity and Inclusion
Commitment to Service

Department Overview

The Department of Social and Health Services (DSHS) is Washington State's largest state agency. In any given month DSHS provides some type of shelter, care, protection, or support to 2.3 million of our state's 6.9 million people.

DSHS is divided into six direct service administrations and two support administrations. Across DSHS we have a single mission – to transform lives.

Overview of Administrations

Aging and Long-Term Support Administration (AL TSA) is nationally recognized as a leader for serving older people in their own homes or in community residential settings of their choice. AL TSA investigates abuse, neglect, exploitation and poor care in people's own homes and in the community facilities and programs it licenses and certifies. It also supports clients who are deaf and hard of hearing. AL TSA provides long-term support and services to more than 60,000 seniors and individuals with disabilities. AL TSA has licensure, certification and survey responsibility for 3,700 residential settings, and investigates nearly 19,500 allegations of abuse and neglect annually. AL TSA supports 13 local Area Agencies on Aging. Total biennial budget: \$3.8 billion. Total employees: 1,517.

Behavioral Health and Service Integration Administration (BHSIA) provides inpatient and outpatient psychiatric treatment, recovery support along with prevention and, intervention for people with mental health needs and substance abuse concerns. BHSIA operates three state psychiatric hospitals that delivered high-quality services to 2,587 adults and children with complex needs in SFY14. BHSIA provided substance abuse treatment to 63,000 clients and financial support and direction to 11 Regional Support Networks that provided mental health services to 150,000 consumers in SFY14. BHSIA also designs and implements innovative integrated care systems to improve client health outcomes and contain costs. Total biennial budget: \$2.3 billion. Total employees: 2,781.

Children's Administration (CA) protects children, promotes healthier families and supports foster children through strong partnerships with communities and tribes. CA works to keep children safe from abuse and neglect and to support birth, foster, kinship and adoptive families. CA provides protective services for children and licenses foster homes. CA helps families find resources to keep kids safe and coordinates health services for foster and adoptive children. CA investigates 30,000 abuse and neglect cases in a typical year, supports approximately 9,000 children in foster or relative care, and works closely with youth transitioning out of foster care. Total biennial budget: \$1.11 billion. Total employees: 2,611.

Developmental Disabilities Administration (DDA) provides residential services, day services and support services for clients with developmental and intellectual disabilities. DDA offers a continuum of care to clients by providing a safe, high-quality array of home, community and facility-based residential and employment services. Residential services support clients who live in their own homes, in community settings, or in habilitation centers. DDA determines whether a person meets the state definition of developmental disabilities, performs service assessments, authorizes in-home or residential supports, develops resources, and monitors providers. DDA supports 28,273 clients with some paid services, operating 27 local offices, four state operated residential habilitation centers and four state-operated supported living alternative programs. Total biennial budget: \$2.1 billion. Total employees: 3,323.

Department Overview

Economic Services Administration (ESA) is a national leader in providing poverty reduction services to nearly 2.1 million people. With 56 offices statewide, ESA helps low-income people meet their basic needs and achieve economic independence through cash grants, food and medical assistance, employment-focused services, subsidized child care, refugee assistance, disability determinations and child support collection. ESA administers Temporary Assistance for Needy Families (TANF), and Basic Food; collects and distributes child support; determines eligibility for Working Connections Child Care, medical assistance, and Social Security disability benefits; and pursues collection of debts owed to DSHS. Total biennial budget: \$2.02 billion. Total employees: 4,506.

Juvenile Justice and Rehabilitation Administration (JJ&RA) provides rehabilitation services to the state's highest-risk juvenile offenders; vocational rehabilitation to individuals with disabilities; and specialized treatment for civilly committed sex offenders. Partnering with families and communities, JJ&RA served 23,000 clients in state fiscal year 2014: 1,600 youth in 12 residential facilities and six leased facilities, 21,000 Vocational Rehabilitation clients from 37 leased facilities, and 300 civilly-committed residents in three facilities. Total biennial budget: \$389 million. Total employees: 1,540.

Financial Services Administration (FSA) engages in sound management of financial, operational, facilities and risk management services to support DSHS' mission and goals, enabling programs throughout DSHS to concentrate on their core, client-focused missions. FSA provides the financial leadership to manage DSHS' \$11.9 billion biennial budget. FSA also provides risk management and internal audit services, centralized business support services, capital facilities and contracting support services and a limited number of direct client services, like background checks. FSA also includes the Consolidated Field Services program which provides business support to institutions and offices in the field and consolidated maintenance operation services primarily to institutions. Total biennial budget: \$42 million. Total employees: 758.

Services and Enterprise Support Administration (SESA) provides nearly 17,000 DSHS staff statewide with human resources services; internal and external communication support; research and data analysis; legislative and constituent relation support; performance and accountability services; and promotes diversity and Inclusion. The Office of Indian Policy and the Office of Fraud and Accountability are within the SESA umbrella, although both directly report to the Secretary. SESA also provides agency-wide information technology services through the Information System Services Division. Total biennial budget: \$54 million. Total employees: 523.



Mission

As a Department we are tied together by **a single mission: to transform lives**. Each administration within DSHS has a refined focus on this mission. Individually we have the following missions:

DSHS – Aging and Long-Term Support Administration – to transform lives by promoting choice, independence and safety through innovative services.

DSHS – Behavioral Health and Service Integration Administration – to transform lives by supporting sustainable recovery, independence and wellness.

DSHS – Children’s Administration – to transform lives by acting to protect children and promoting healthier families through strong practice and strong partnerships with the community and tribes.

DSHS – Developmental Disabilities Administration – to transform lives by providing support and fostering partnerships that empower people to live the lives they want.

DSHS – Economic Services Administration – to transform lives by empowering individuals and families to thrive.

DSHS – Juvenile Justice and Rehabilitation Administration – to transform lives by creating pathways for self-sufficiency through meaningful partnerships, employment, new opportunities and effective rehabilitation services.

DSHS – Financial Services Administration – to transform lives by promoting sound management of Department resources.

DSHS – Services and Enterprise Support Administration – to transform lives by helping those who serve succeed.

Vision

People are healthy,

People are safe,

People are supported,

Taxpayer resources are guarded

Values

DSHS is also tied together by the following set of values:

- **Honesty and Integrity** – because leadership and service require a clear moral compass.
- **Pursuit of Excellence** – because it is not enough to get the job done, we must always challenge ourselves to do it better.
- **Open Communication** – because excellence requires teamwork and a strong team is seen, heard and feels free to contribute.
- **Diversity and Inclusion** – because only by including all perspectives are we at our best and only through cultural competency can we optimally serve our clients.
- **Commitment to Service** – because our challenges will always exceed our financial resources, our commitment to service must see us through.

2015 Report on the State of Human Services – Washington’s Commitment

This section of the official 2015 Report on the State of Human Services in Washington is divided into “Washington’s Commitment” and “State Performance” – each of which is further divided into six areas of assessment. The areas of assessment are tied to each of our DSHS service areas which reflect our direct service-delivery administrations and can generally be grouped as: aging and long-term supports, behavioral health, developmental disabilities, children’s services, economic services, and rehabilitation. To make this expansive conversation more accessible, each of the service areas is boiled down to a single multipart sentence where each subpart is “graded”.

Before jumping into the assessment we want to be clear that while DSHS is by far the largest entity providing human services to Washingtonians, we fully recognize that there are many other critical contributors. The exceptional work, tireless energies, and innovative efforts of our partners are important to recognize and their specific contributions are not included in this report. They include the Department of Corrections who re-integrate former offenders into society, the Department of Health who is front and center in addressing social determinants of health, and many more. Most of these services are not covered in this report. Similarly, DSHS has a number of indispensable partners in its work, including the Department of Early Learning in working to counteract Adverse Childhood Experiences, the Health Care Authority in bringing health care coverage to over 400,000 additional Washingtonians, the Employment Security Department in helping our clients find jobs and move to self-sufficiency, and again, that just names a few. In addition, human service supports could not be provided without the indispensable work of county and city social service agencies, a myriad of non-profits, the mainstay work of communities of faith, and others. As a result of these things the title of this report could fairly be characterized as overly broad. With these qualifiers in mind, we present the following evaluation.

This section is titled “Washington’s Commitment” because success is a product of the contributions of many players including: the Governor, the Legislature, DSHS, other state agencies, counties, cities, non-profits and others including the commitment of our citizens themselves. The “Washington’s Commitment” section looks at the world through clients’ eyes and asks how successful we are as a state at transforming the lives of those clients without immediate regard to the reason. Starting with a client perspective is critical to a customer-centered approach. The reasons are, of course, critically important (and are addressed in part in the “State Performance” section) but for the client the first concern is always whether the service they need is available. It is frequently the case that the DSHS team is doing exceptional work but caseloads or program gaps create severe unmet needs and drive a poor grade for “Washington’s Commitment”. It is also possible, of course, that sub-optimal DSHS performance can result in a poor grade.

This report shows each of DSHS’ six direct-service areas as measured against the yardstick of being the national leader in its respective sphere of client-service. The summary evaluations are denoted by color as follows: green equates to strong performance and service or dramatic improvement in the area; yellow to areas of concern or unmet need, or both; and red to serious concern or serious unmet need, or both. Where there is a positive movement it is denoted by an upward arrow and where we have achieved national leadership it is indicated by our coveted gold star. The big picture for our state is as follows:

Aging and Long-Term Support Administration

YARDSTICK

Be the national leader in: Providing a safe home, community and nursing facility array of long-term supports.



Measuring up Washington

	2012	2013	2014	
Provide a safe,				A new case management system for adult protective services positions the team for significant improvement; however, current performance targets remain unmet.
home and community, and				AARP ranked Washington the second-best long-term support program in the country despite funding in the bottom quartile nationally.
nursing facility and other residential array of long-term supports.				Difficulty meeting timeliness standards puts green status at risk.

Behavioral Health

YARDSTICK

Be the national leader in: Providing successful mental health services in state psychiatric hospitals and community settings and successful chemical dependency treatment, recovery and prevention services.



Measuring up Washington

	2012	2013	2014	
Provide successful mental health services in state psychiatric hospitals				Capital needs are severe. Psychiatrist retention and recruiting is problematic. The forensic system has constitutionally unacceptable backlogs. Operating costs and budgets are not stable. Significant practice and staffing changes, increased focus on assault reduction and increased training position the hospitals well for the future.
and community settings and				Psychiatric boarding was eliminated for adult and child psychiatric patients in 2014. Community-based programs to treat children whose serious mental illnesses places them at risk of institutionalization began in 2014. Washington's implementation of the Affordable Care Act has significantly expanded access to community mental health services.
successful chemical dependency treatment, recovery and prevention services.				2014 Medicaid expansion and I-502 (marijuana legalization) revenues for youth substance use prevention and treatment will expand access to services. Creation of Behavioral Health Organizations that integrate chemical dependency and mental health services, performance-based contracts and actuarially sound rates are the foundation for major performance improvements.

2015 Report on the State of Human Services – Washington’s Commitment

Children’s Services



YARDSTICK

Be the national leader in: Keeping children safe, strengthening families and supporting foster children.

Measuring up Washington

	2012	2013	2014	
Keeping children safe,	RED	YELLOW	YELLOW	Timeliness of initial face-to-face interviews with possible victims continues to be exceptional; however, significant annual increases in cases has kept caseloads too high and cases open too long.
strengthening families, and	YELLOW	YELLOW	YELLOW	Differential response begins the process of fundamentally restructuring children's protective services to increase focus on family reunification and support. Successful statewide roll-out can move us to a position of national leadership.
supporting foster children.	RED	RED	RED	Availability of foster care in rural communities and tribal nations is problematic. Children subject to abuse in out-of-home care remains very low. Support for foster children elsewhere is in yellow status until certain outstanding service levels (i.e. Braam) are met. Care for older (>18 years) foster children is now available.

Developmental Disabilities



YARDSTICK

Be the national leader in: Providing a high-quality home, community and facility-based array of residential services and employment supports.

Measuring up Washington

	2012	2013	2014	
Provide a high quality,	YELLOW	YELLOW	YELLOW	While the overwhelming majority of programs exist at a high quality level, a best-in-class quality assurance system is not in place; however, it is being created.
home,	GREEN	GREEN	GREEN	The exceptional DSHS Home and Community programs benefit clients with a person-focused program.
community	RED	RED	YELLOW	While strong capabilities exist, thousands lack services. Community First Choice Options funding commitment will expand services.
and facility-based array of residential services and	RED	RED	RED	Nursing facilities are successfully providing "specialized services"; however, active treatment and other services need to increase.
employment supports.	GREEN	GREEN	GREEN	Supported employment programs were ranked by United Cerebral Palsy as the best in the nation; however, thousands lack services.

2015 Report on the State of Human Services – Washington’s Commitment



YARDSTICK

Be the national leader in: Transforming lives by providing flawless food assistance, child support collection, transition to work services and disability support.

Measuring up Washington

	2012	2013	2014	
Provide flawless food assistance,	GREEN	GREEN	GREEN	Washington is a national leader in SNAP (food stamp) accuracy.
child support collection,	GREEN	GREEN	GREEN	Strong fiscal performance caused the Washington State Auditor to praise the program.
work support services, and	RED	YELLOW ↑	YELLOW ↑	Massive improvements have occurred in meeting federal work requirements; however, significant increases in transitions to self-sufficiency have not yet occurred. Innovative programs are being implemented to address Adverse Childhood Experiences. Telephone (contact center) support is approaching commercial standards.
disability support.	GREEN ★ DIDPs ABD YELLOW	GREEN ★ DIDPs ABD YELLOW	GREEN ★ DIDPs ABD YELLOW	Disability determination services are nationally recognized for their efficiency. State disability benefits are yellow due to low benefit levels.

Juvenile Justice and Vocational Rehabilitation



YARDSTICK

Be the national leader in: Providing community and institutional services to juvenile offenders that are evidence-based and are focused on work and education, successful vocational rehabilitation, and rehabilitative adult confinement.

Measuring up Washington

	2012	2013	2014	
Provide community,	RED	RED	RED	Less than half of youth offenders receive parole supervision services. Some community facilities are under-utilized.
and institutional,	GREEN	GREEN	GREEN	
services to juvenile offenders that are evidence-based and are	★ GREEN	★ GREEN	★ GREEN	Washington is a leader in the use of evidence-based practices to serve juvenile offenders.
focused on work and	RED	↑ RED	YELLOW	Washington’s model is only beginning an intense focus on work; however, innovative pilot projects have been implemented.
education,	RED	↑ RED	↑ RED	Washington’s model is beginning a more intense focus on education.
successful vocational rehabilitation, and	GREEN	GREEN	YELLOW	Washington exceeds all minimum federal targets for vocational rehabilitation; however, average wage rates lag behind target. Measurable improvement in service delivery for Economic Services and Juvenile Justice clients has not yet occurred.
rehabilitative adult confinement.	RED	↑ YELLOW	↑ YELLOW	Washington is engaging more residents in voluntary treatment; however, other capital and program shortcomings and inefficiencies remain currently unsolved.

2015 Report on the State of Human Services – State Performance

This “State Performance” section looks at what we are doing at DSHS to measure ourselves against our yardstick of being the national leader in every sphere of service. This section reports and grades the specific goals and objectives of each DSHS direct-service administration and by that scope covers: aging and long-term supports, behavioral health, children’s services, economic services, developmental disabilities and rehabilitation services. This report is intended to be read in conjunction with the strategic plans of each of the respective DSHS administrations. Those strategic plans drill down on the high level assessments contained in this report and can be found at www.dshs.wa.gov/strategic-planning/dshs-strategic-plans-2013-2015.

For each target item in this “State Performance” section DSHS administrations work with their teams to create detailed action plans, carry them forward and measure their progress. Every DSHS strategic objective, over 100 in total, undergoes a Lean management or other process to develop an action plan which is updated quarterly. A 2015-17 DSHS Strategic Plan and Lean Report will be published in July 2015 that will look backward to describe our past year’s Lean management successes and look forward to our work for the 2015-2017 Biennium with an updated strategic plan.

Additional information about every goal listed in the pages that follow is contained in the respective DSHS administrations’ strategic plan. This includes information about measures of success and specific metrics that have been targeted and tracked to show progress, typically on a quarterly basis. To see the details behind the measures, which we have translated here into color grades, simply click through the respective administration’s strategic plan found at the above link.

The high-level evaluations below are denoted primarily by color as follows: green equates to strong performance and service in the area; yellow to areas of concern or unmet need, or both; and red to serious concern or serious unmet need, or both. Where there is a positive movement it is denoted by an upward arrow and where we have achieved national leadership it is indicated by a gold star.

A note of caution: It is not really possible to separate our performance at DSHS from the challenges of funding. The Governor and the State Legislature work with limited resources, and so do we. As a result, we have red status in a number of areas where the performance of DSHS team members is exemplary, but the unmet need is so great that only a red status evaluation is appropriate. Importantly, in every area summarized below, we have set progress measures for ourselves to make better use of the resources we do have. Funding challenges never diminish our commitment to service.

Finally, we at DSHS are the first to recognize that this summary is an art, not a science. It is further true that the only thing on which we will all agree is that these evaluations are wrong in some respects. All will not judge the need or the progress the same. Alas, this summary is provided so that the perfect is not made the enemy of the good and so that we, at DSHS, do not shy away from a broad and accessible performance report for fear that all will not agree. The summary should be seen as a general assessment that provides directional indicators and highlights areas of achievement, progress and need.

Aging and Long-Term Support

Provide a safe,

	2012	2013	2014	
Timely response to all abuse and neglect allegations	RED	↑ RED	YELLOW	A new electronic intake and investigation case management system was recently implemented. Performance targets have not yet been achieved.
Abuse and neglect timely case close-outs	RED	↑ RED	YELLOW	



Home and community, and

	2012	2013	2014	
Providing home and community-based services	★ GREEN	★ GREEN	★ GREEN	Ranked as the second best program in the country by AARP.
Voluntary relocation of clients from nursing homes to home and community-based services	GREEN	GREEN	★ GREEN	Washington was a national leader (top 3) in utilization of federal “Roads to Community Living” funds to move people to their preferred home and community settings.
Providing family caregiver support	YELLOW	↑ YELLOW	↑ YELLOW	Extremely successful nation-leading evidence-based program but serving only about one percent of those in need of support.
Providing timely eligibility approval	YELLOW	YELLOW	YELLOW	Caseload increases combine with staffing issues to impede optimal service delivery. Challenges are greatest regarding functional eligibility determination. Even yellow status is at risk of slipping regarding timeliness of functional eligibility determination.



Nursing facility (and other residential) array of long-term supports.

	2012	2013	2014	
Timely surveys of Adult Family Homes, Assisted Living and Nursing Facilities	GREEN	GREEN	GREEN	The staffing model has not kept up with workload which puts this measure at risk of slippage.
Timely completion of Adult Family Home, Assisted Living and Nursing Facility applications	YELLOW	YELLOW	YELLOW	

Behavioral Health and Service Integration

Provide successful mental health services in state psychiatric hospitals,

	2012	2013	2014	
Increased state psychiatric hospital treatment hours	YELLOW	YELLOW	YELLOW	
Decreased state psychiatric hospital seclusion and restraint rates	YELLOW	YELLOW	YELLOW	
Decreased state psychiatric hospital assault rates	RED	RED	YELLOW	
Timely competency evaluations	RED	RED	RED	Staffing levels must increase to meet growing demand. Unconstitutional conditions exist for some forensic (criminal justice system) patients.

And community settings, and

	2012	2013	2014	
Availability of adult outpatient mental health services	YELLOW	YELLOW	GREEN	More than 9,000 new mental health clients have gained access to services. Psychiatric boarding has been eliminated. 
Timely outpatient mental health services	YELLOW	YELLOW	↑ YELLOW	Taken as a whole, Washington has strong performance although some county-based Regional Support Networks lag. 
Availability of child outpatient mental health services	YELLOW	↑ YELLOW	GREEN	Children whose mental illness places them at risk of institutionalization will now have access to intensive wrap-around services.

Successful chemical dependency treatment, recovery, and prevention services.

	2012	2013	2014	
Use of evidence-based chemical dependency prevention programs	YELLOW	YELLOW	YELLOW	
Increase employment for chemical dependency clients	GREEN	GREEN	GREEN	Increase in employment post-treatment.
Outpatient adult chemical dependency retention	GREEN	GREEN	GREEN	Maintaining high treatment rates with limited funding. 
Outpatient child chemical dependency retention	GREEN	GREEN	GREEN	Maintaining high treatment rates with limited funding. 

Children’s Administration

Keeping Children Safe,

	2012	2013	2014	
Prompt face-to-face contact with alleged victims of child abuse	★ GREEN	★ GREEN	★ GREEN	The most serious cases receive face-to-face visits within 24 hours in more than 98% of cases. 
Children are not re-entering placement	GREEN	GREEN	GREEN	
Children not subject to new founded allegations of abuse	RED	RED	RED	Washington lags far behind national averages. Excessive caseloads could impact outcomes. 
Child Protective Service (CPS) investigator caseloads	RED	↑ YELLOW	RED	2014 spike in CPS intakes increased caseloads despite increased staffing.
Timely completion of CPS investigations	RED	↑ YELLOW	YELLOW	Number of cases open greater than 90 days has increased because of a drastic increase in intakes, negating earlier progress. Total 90 day cases should be zero.

Strengthening Families, and

	2012	2013	2014	
Family Assessment Response; alternate CPS pathway	RED	↑ YELLOW	GREEN	Potential for national leadership when program is expanded statewide.

Supporting Foster Children in their Communities.

	2012	2013	2014	
Children in-care receiving regular health and safety visits	GREEN	GREEN	GREEN	
Foster care stability	YELLOW	YELLOW	YELLOW	
Length of stay in out-of-home care	↑ YELLOW	↑ YELLOW	↑ YELLOW	

Contributing Goals:

	2012	2013	2014	
Racially disproportionate impacts	RED	RED	RED	Disproportionate minority contact persists with critical levels for Native Americans.
Memorandum of Understanding with tribal governments	RED	YELLOW	YELLOW	CA has completed 8 MOU’s with tribal governments. Five additional MOU’s are awaiting tribal signature.

Developmental Disabilities

Provide a high quality, home

	2012	2013	2014	
Access to home and community services	 GREEN	 GREEN	 GREEN	Access to home and community-based services is increasing from already high levels. 
Child placement and intensive services occur timely	 YELLOW	 YELLOW	 YELLOW	

Community,

	2012	2013	2014	
Increase Basic-Plus community supports program	 YELLOW	 YELLOW	 YELLOW	Increase in clients served.
Increase individual and family supports	 YELLOW	 YELLOW	 YELLOW	Significant increases in number of clients served.
Treatment and support for community protection clients	 YELLOW	 YELLOW	 GREEN	More individuals enrolled in the Community Protection Program are supported to achieve their required treatment goals.

and facility-based array of residential services and employment supports.

	2012	2013	2014	
Increase client employment	 YELLOW	 YELLOW	 YELLOW	Improved, but short of targets; however, more high-acuity clients are being served. 

General Goals:

	2012	2013	2014	
Assessments are completed timely	 YELLOW	 GREEN	 GREEN	Individual health and welfare needs are consistently being identified in a timely manner.
Communication with clients, families and providers	 YELLOW	 YELLOW	 GREEN	Clients, their families and providers are receiving more timely information.

Economic Services (Poverty Reduction)

Provide flawless food assistance,

	2012	2013	2014	
Increased access to food assistance	GREEN	GREEN	YELLOW 	
Basic food assistance payment accuracy	GREEN	GREEN	GREEN	National leadership within reach.

Child support collection,

	2012	2013	2014	
Child support collections	GREEN	GREEN	GREEN	

Work support services, and

	2012	2013	2014	
Contact center support	OTHER CHILD	TANF CHILD	TANF CHILD	Zero forced-disconnect largely achieved for child care, not yet achieved for other services (SNAP, TANF, etc.).
Leaving Temporary Assistance for Needy Families (TANF) for self-sufficiency	YELLOW	YELLOW	YELLOW	
Remaining off TANF for more than 12 months	YELLOW	YELLOW	YELLOW 	
TANF participants meeting the federal work participation rate	RED	YELLOW 	TWO PARENT ALL FAMILY	Exceptional improvements in performance have avoided \$20.8 million in federal penalties

Disability support.

	2012	2013	2014	
Processing time for disability determinations	GREEN 	GREEN 	GREEN 	National leadership.

Contributing Goals:

	2012	2013	2014	
Timeliness of processing applications	YELLOW	YELLOW 	GREEN	

Juvenile and Vocational Rehabilitation

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 overestimate 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 disproportionality	YELLOW	↑ YELLOW	↑ YELLOW	

Washington State Department of Social and Health Services

