

One Department, One Vision, One Mission, One Core Set of Values



Washington State
Department of Social
& Health Services

VISION *Safe, healthy individuals, families, and communities.*

MISSION *The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.*

VALUES

*Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability*

ORIENTATIONS *Early childhood development. Person- and family-centered, strengths-based.*

OUR IMPACT *Together we will decrease poverty, improve safety and health status, and increase educational and employment success to support people and communities in reaching their potential.*

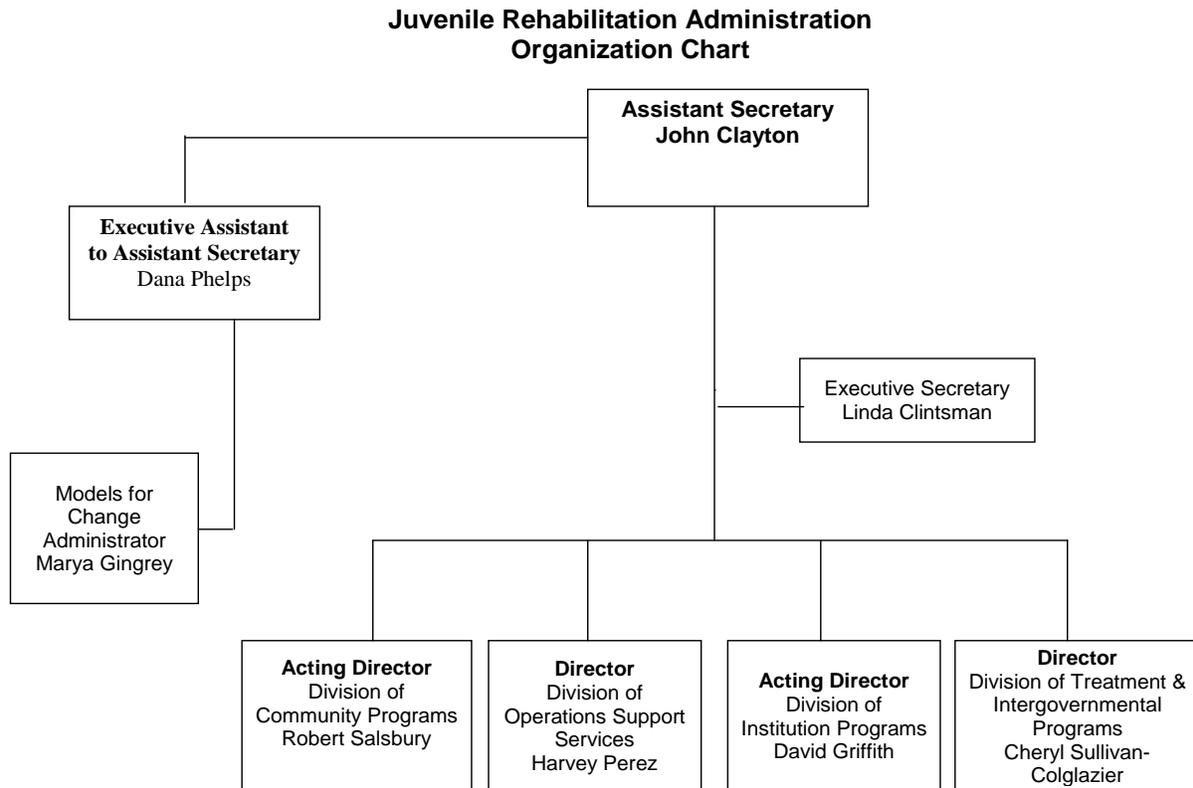
Juvenile Rehabilitation Administration Business Plan

John Clayton, Assistant Secretary

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Administration Organizational Chart



March 2010

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Introduction

The Juvenile Rehabilitation Administration (JRA) serves youth ages ten to twenty-one who have been adjudicated for a criminal offense. Services are provided directly to youth and families in JRA facilities and on parole as well as through contracts with county juvenile courts. JRA programming and services are designed to increase the youth's skillful behavior, to prepare youth for productive lives, as well as to assist families as they support youth re-integrating into home and community.

JRA's business plan builds upon the strong foundation created by the use of Dialectical Behavior Therapy, Functional Family Parole, and the other Evidence Based Programs funded through JRA. These models center on the premise that youth criminal behavior and other behavior problems result in part from the youth lacking the skills necessary to get along in school, with their peers, and at home. The models teach youth key skills that improve the likelihood of remaining crime free, of succeeding in school and at work, and of improving their relationships with their families and other community supports.

Within the JRA residential and community programs, the treatment approach is person-centered, tailored to individual youth, and builds upon the strengths that youth and their families possess. The JRA business plan strives, especially in Goals 1, 2, and 3, to broaden the integration of case management beyond the JRA treatment activities. The continuity of services for youth especially as they re-enter the community is essential to positive outcomes.

JRA will enhance its focus on early childhood in several ways, including educating staff on early brain development and the effects of adverse childhood experiences. JRA through its treatment model will teach youth key skills that will improve the youth's effectiveness as parents in the future. Many youth in JRA must overcome early childhood experiences that impact their ability to learn. Their early learning also can shape their parenting practice in later life if they do not learn alternative skills.

Major initiatives that JRA will undertake in the coming year include reshaping the JRA continuum of services to improve youth transition, re-entry, and outcomes. JRA will emphasize partnership with the community and cross system collaboration to improve service continuity and long term outcomes for youth.

Through funding provided by the Mental Health Transformation Project, JRA has convened a multi-agency group that will develop a

DSHS Goal 1: *Improve the health status of Washington residents.*

DSHS Goal 2: *Improve economic stability.*

DSHS Goal 3: *Improve individual and public safety.*

DSHS Goal 4: *Improve individuals' readiness and ability to succeed in school.*

DSHS Goal 5: *Improve individuals' capacity to gain and retain meaningful employment.*

DSHS Goal 6: *Increase public trust through strong management practices that ensure quality and leverage all resources.*

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plan to improve services for youth transitioning to adulthood and services to youth exiting residential programs to include JRA facilities, mental health treatment programs, and foster care. Service improvements may include the introduction of wraparound programming.

JRA is also engaged in a Models for Change grant initiative to address Disproportionate Minority Contact (DMC) with the juvenile justice system. While the entire grant implementation plan is not outlined in the JRA business plan, key items such as measuring information by youth race and gender and increasing cultural competence of staff are included as specific activities for JRA.

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DSHS Goal 1: Improve the health status of Washington residents.

Strategic Objectives

Increase access to and use of an integrated person-centered health care home delivery model

Establish and strengthen partnerships with community resources to increase capacity to deliver culturally competent services and reduce health disparities

Strategies/Actions

JRA will work with community partners and other DSHS administrations to improve the care and transition of youth from JRA residential programs to the community with a clear focus on:

- Primary Health Care (Medical and Dental)
- Behavioral Health (Mental Health and Substance Abuse treatment and aftercare as well as developmental disability services when appropriate)

This includes integrated case management for youth that are served by multiple administrations in DSHS. Youth are referred and connected to community services prior to their release to the community. JRA treatment plans and youth skill development will be integrated into community based care plans for youth. JRA parole counselors will provide in-home, ongoing case management and connect youth to community service partners that provide primary health and behavioral health supports.

Interdependencies: Who are our key business partners?

Key interdependencies, collaborations and partnership:

- Relationships with Regional Support Networks (RSNs), including JRA/RSN MOUs
- Collaboration with local community mental health centers
- Connection to local substance abuse treatment and aftercare programs
- Within DSHS - Medicaid Payment Administration; Division of Behavioral Health; Division of Development Disability

Key Performance Indicators

- % of youth entering JRA that receive a complete physical exam within 7 days of admission
- % of youth admitted to JRA that have up to date immunizations within 30 days of admission
- % of youth connected with DSHS funded medical benefits at time of release from JRA
- % of youth that meet the Mental Health Target Population (assessed as needing community mental health services) that receive services from community mental health centers within 30 days after release from a JRA facility
- % of chemically dependent youth that complete treatment program while with JRA

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status.

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DSHS Goal 2: Improve economic stability.

Strategic Objectives

Improve individual and family skills, knowledge, opportunities, and their capacity to increase self-sufficiency through person-centered strengths based services.

Increase service coordination to improve success during life transitions.

Strategies/Actions

JRA will partner with other DSHS Administrations and community based agencies to improve the economic stability of youth and their families with a special focus on:

- youth transitioning to adulthood –
 - Through Mental Health Transformation Project (MHTP) grant funding JRA will work jointly with other parts of DSHS to define and implement a plan to improve outcomes for youth transitioning to adulthood upon leaving a JRA residential program
- youth and families being connected with benefits that improve their economic stability –
 - JRA residential and community counselors will review each youth's and family's situation to identify benefits and services that may assist them in maintaining or achieving economic stability
- youth and families having stable housing –
 - JRA will work with local housing agencies and other community partners to identify steps that could improve housing stability for JRA clients

Interdependencies: Who are our key business partners?

Department of Commerce

Local Housing Authorities

Internal to DSHS (Economic Services Administration and Children's Administration)

Local Food Banks

Local Charitable Organizations

Key Performance Indicators

- % of youth ages 18 and older that are connected to DSHS programs and services that support their transition into adulthood
- % of (eligible) youth and families receiving DSHS benefits including (TANF, GAU, child care assistance, etc)

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status.

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DSHS Goal 3: Improve individual and public safety.

Strategic Objectives

DSHS - Increase public safety through provision of coordinated rehabilitative services

Strategies/Actions

JRA will reshape its continuum of services to increase the opportunity for youth to experience effective transitions from residential programs to the community and avoid future involvement with the criminal justice system. In the coming year, JRA will:

- Site and open two additional group homes
- Define a long term plan with key juvenile justice partners to create residential alternatives for youth in JRA that are located closer to the communities where youth and families live
- Complete a pre-design and review of opportunities to open secure regional treatment centers in communities where youth and families live
- Begin pre-design and design work at existing institutions to prepare the shift of youth between current institutions
- Increase involvement with youth, their family, and other community supports including a special emphasis on increasing youth matches with mentors during parole services
- Contract with local community organizations to intervene with youth at the street level to prevent and reduce youth violence
- Implement a system of environmental assessments in JRA residential programs to measure the fidelity of staff performance to the treatment model

Interdependencies: Who are our key business partners?

JRA's key business partners are:

- Judges
- Prosecutors
- Juvenile Courts
- Community service partners
- Educational system and Vocational training programs
- Volunteers and Business Leaders
- Legislators

Key Performance Indicators

- Total # of youth and % of eligible youth served in group homes
- # or % of interested youth matched to a mentor
- % of youth with transition plans completed on time
- % of youth with parole response to transition report
- #'s of assaults and escapes compared to previous years
- % of youth who complete parole without a parole revocation
- Recidivism rates including % of youth who avoid readmission/return to JRA
- # of youth served by EBPs (for both juvenile courts and JRA youth)

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status.

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DSHS Goal 4: Improve individuals' readiness and ability to succeed in school.

Strategic Objectives

- Increase self-sufficiency by increasing the use of post-secondary educational opportunities*
- Increase knowledge about healthy early childhood development*

Strategies/Actions

JRA will work with educational partners in the community and within its facilities to improve youth success in school. The following specific activities will be employed to impact youth reaching their potential:

- Staff education on the impact of early childhood brain development and adverse childhood experiences on school performance
- Increase youth's ability to manage their behavior in a school environment by applying Dialectical Behavioral Therapy (DBT) and Aggression Replacement Training (ART) skills

Interdependencies: Who are our key business partners?

OSPI
Local School Districts and schools
Community colleges
Vocational Training Programs
Employment Security
Job Corps
Educational Advocates

Key Performance Indicators

- % of youth who make educational gains while receiving JRA services as reported by the academic schools at JRA facilities
- % of youth (18 or older) that complete their high school diploma or GED while involved with JRA

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status. It should also be sorted by youth location and length of stay for the youth in residential programs.

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DSHS Goal 5: Improve individuals' capacity to gain and retain meaningful employment.

Strategic Objectives

Decrease barriers to employment

Increase job readiness

Strategies/Actions

JRA will focus on increasing job readiness of youth ages 15 and older by:

- Enrolling youth under sentence in the Job Corps programs (Columbia Basin Job Corps Center)
- Providing age appropriate vocational training onsite at residential facilities
- Connecting youth with community based vocational and internship programs
- Teaching youth interpersonal skills that are needed in a work environment
- Increasing youth participation in vocational trainings that allow youth to leave JRA with skills to earn a living wage

Interdependencies: Who are our key business partners?

Local businesses

OSPI

Local School Districts and schools

Community colleges

Vocational Training Programs

Employment Security

Job Corps

Key Performance Indicators

- % of youth ages 15 and older engaged in pre-vocational and vocational training while at a JRA facility
- % of youth in JRA facilities that participate in work programs
- % of youth ages 16 and older that are employed while on parole
- % of youth ages 15 and older that are participating in a vocational program while on parole

Each of the performance indicators could be broken down by age, gender, race, and parole (or no parole) status. It should also be sorted by youth location and length of stay for the youth in residential programs.

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DSHS Goal 6: Increase public trust through strong management practices that ensure quality and leverage all resources.

Strategic Objectives

Recruit, develop, and retain an informed, inspired, diverse, and engaged workforce

Strategies/Actions

JRA will develop its workforce to serve the diverse population of JRA youth in a culturally competent manner. Specific development activities include:

- Participation by the JRA leadership team in Undoing Racism Workshops and development of a follow up plan to put into action elements of the training
- Provision of Alliance Building training for all JRA direct care staff to increase staff awareness and sensitivity to the impacts of Disproportionate Minority Contact with the juvenile justice system
- Integrate culturally competent performance requirements into employee Performance Development Plans and Evaluations

Interdependencies: Who are our key business partners?

The People's Institute

Casey Family Programs

MacArthur Foundation

Center for Children and Youth Justice

Community Service Partners

Department of Personnel

Within DSHS, Children's Administration and Human Resources Division

Key Performance Indicators

- % of Appointing Authorities that have completed the Undoing Racism Workshop
- % of JRA employees that have completed Alliance Building training
- % of PDPs (performance evaluations) sampled that include cultural competence performance expectations