

2013-2015

Strategic Plan



VISION

Create safe and healthy individuals, families, and communities

MISSION

To transform lives by creating pathways for self-sufficiency through meaningful partnerships, employment, new opportunities, and effective rehabilitation services

VALUES

Excellence in Service – Creating breakthrough outcomes

Commitment – Pursuing the best interest of our customers

Outcome-focused – Managing by facts that achieve positive outcomes

Social Justice – Developing humanity, individuality, diversity, and equality of opportunity

Collaboration – Growing relationships that strengthen customers, families and communities

Community Safety – Providing accountability for the safety of our communities

Juvenile Justice and Rehabilitation Administration (JJRA) believes youth and adults deserve opportunities for rehabilitation and to achieve self-sufficiency. We create pathways for individuals' success by developing meaningful partnerships with community employers, schools and mentors; creating new opportunities for skill development and personal growth and providing effective and safe treatment services. By applying our values of excellent service, commitment to our customers' best interest, community safety, collaboration with families and community partners, social justice and a strong focus on positive outcomes, JJRA serves a wide range of individuals through its diverse suite of programs.

- Vocational rehabilitation services for over 12,700 individuals with disabilities annually;
- Juvenile rehabilitation services provided directly to over 1,600 adjudicated youth ages 10-21 per year in JR residential and community programs annually;
- Office of Juvenile Justice (OJJ) provides support and expertise to the full juvenile justice continuum; and
- Community safety, specialized treatment and rehabilitation services for over 300 civilly committed individuals served by the Special Commitment Center.

Juvenile Rehabilitation (JR) services are designed to increase the youth's skillful behavior, to prepare them for productive lives and a successful future when they leave JR, as well as to assist families as they support youth re-integrating into their home and community. JR utilizes Dialectical Behavior Therapy, Functional Family Parole, and other evidence based programs. These models teach youth key skills that improve the likelihood of remaining crime free, succeeding in school and at work and improving their relationships with their families and other community support services. JR collaborates with juvenile courts to create a continuum of quality services that promote accountability and rehabilitation.

The Division of Vocational Rehabilitation (DVR) serves eligible individuals with all types of disabilities who want to work and need individualized employment services and counseling to overcome barriers to employment that result from a disability. Individuals are eligible for services if they have a physical, mental, or sensory disability that results in an impediment to employment and they require vocational rehabilitation services to become employed. DVR also provides technical assistance and training to employers regarding the employment of people with disabilities.

The Office of Juvenile Justice (OJJ) promotes partnerships and innovations that improve outcomes for juvenile offenders and their victims, builds family and community capacity to prevent delinquency. The Office provides analysis and expertise to state and local policy makers through partnerships with each aspect of the juvenile justice community, including youth, law enforcement, judges, courts, detentions and county administrators.

The Special Commitment Center (SCC) manages and provides residential treatment to sexually violent predators who have been civilly committed by the court upon completion of their criminal sentence. SCC provides services to residents in a manner that promotes both individual rehabilitation and maintains community safety. The setting and structure of the SCC programs must balance the primary goal of effective treatment with community safety.

DSHS Goals

Goal 1

HEALTH – Each individual and each community will be healthy.

Goal 2

SAFETY – Each individual and each community will be safe.

Goal 3

PROTECTION – Each individual who is vulnerable will be protected.

Goal 4

QUALITY OF LIFE – Each individual in need will be supported to attain the highest possible quality of life.

Goal 5

PUBLIC TRUST – Strong management practices will ensure quality and efficiency.

Governor Jay Inslee's Results Washington Goals

JJ&RA is a partner in Governor Jay Inslee's **Results Washington**, a focused effort to create effective, efficient, accountable government.

Results Washington's Goal Area number 4 is Healthy and Safe Communities. Under this goal area, the JR program has lead responsibility for a success metric under the *Safe People: Decrease Crime Rates* success indicator. JR's **Results Washington** success metric is:

- Increase the percentage of youth released from Juvenile Rehabilitation who do not return in 12 months from 89 percent to XX percent by 2015
- Governor Inslee's **Results Washington Safe People: Decrease Crime Rates** category includes the developmental measure of "decreasing the percentage of youth of color in detention from XX to XX by XXX". The data and metric will be developed in 6 to 12 months by juvenile justice partners including Juvenile Rehabilitation, youth and families, counties, judges, prosecutors, law enforcement and others. Together they will develop a strategy to target and measure the disproportionate response to minority youth that results in more of these youth held in detention.

Department of Social and Health Services (DSHS) Goals

As a member of the DSHS team, JJ&RA also has lead responsibility for performance metrics that fit within DSHS' departmental goals. DSHS has the following five broad goals:

- **Health** – Each individual and each community will be healthy.
- **Safety** – Each individual and each community will be safe.
- **Protection** – Each individual who is vulnerable will be protected.
- **Quality of Life** – Each individual in need will be supported to obtain the highest possible quality of life.
- **Public Trust** – Strong management practices will be used to ensure quality and efficiency.

JJ&RA has the following success metrics in support of the DSHS Goals listed below:

Health:

- Youth in JR will have increased access to coordinated delivery of medical, behavioral health and long-term services and supports to improve their health status.

Safety:

- Decrease rearrests by effectively preparing juvenile justice-involved youth for their future. (Note: includes the **Results Washington** success metric)
- Youth in JR will have increased access to job readiness, job search and employment programs.
- Youth in JR will experience an improvement in their academic status while in care.
- Increase public safety through provision of coordinated rehabilitative services to residents at SCC.

Quality of Life:

- The maximum number of DVR eligible individuals supported by available resources will be rehabilitated.
- DVR will increase visibility in employer and disability communities as the source for good-paying jobs and quality job applicants.

Public Trust:

- Maintain a productive, effective organization and maximize service delivery capacity within available resources.
- Recruit, develop and retain an informed, inspired, diverse and engaged workforce.

Strategic Plan

Below are the details of our Strategic Plan to meet our Strategic Objectives. Each Strategic Objective is discussed under its larger DSHS goal area. Each Strategic Objective includes a statement of its importance, a qualified success measure, a timeline for achieving them, and most importantly, an Action Plan.

JJ&RA Strategic Objectives are monitored and reported quarterly online at <http://ppa.dshs.wa.lcl/CoreMetrics/Pages/ExcelNEW.aspx>. Each Action Plan is also updated quarterly.

Strategic Objectives, Importance, Success Measures and Action Plans

DSHS Goal 1: Health - Each individual and each community will be healthy.

Strategic Objective 1: Youth in JR will have increased access to a coordinated delivery of medical, behavioral health and long-term services and supports to improve their health status.

Importance: Increasing a youth's access to necessary medical, behavioral health and other supportive services improves their ability to be healthy, fully active and engaged community members upon their reentry to the community.

Success Measures:

- 1.1 Increase the percentage of youth entering JR that receive a complete physical exam within seven days of admission from 86 percent to 90 percent by July 2015.
- 1.2 Increase the percentage of eligible youth connected with DSHS funded medical benefits within seven days of release from JR from 79 percent to 82 percent by July 2015.
- 1.3 Increase the percentage of chemically dependent youth who complete a treatment program while with JR from 78 percent to 83 percent by July 2015.

Action Plan: JR will improve the care and transition of youth from JR residential programs to the community through collaborations with Regional Support Networks (RSNs) as outlined in the JR/RSN Memorandum of Understanding (MOU), local community mental health centers, local substance abuse treatment and after-care programs, Health Care Authority, and with DSHS Division of Behavioral Health and DSHS Developmental Disability Administration with a clear focus on:

- Primary Health Care (Medical and Dental).
- Behavioral Health (Mental Health and Substance Abuse treatment and after-care).
- Developmental disability services when appropriate.

JR's internal medical providers will identify and implement efficiencies in practice that will aid the completion of physical exams within seven days.

DSHS Goal 2: Safety - Each individual and community will be safe.

Strategic Objective 1: Decrease rearrests by effectively preparing juvenile justice-involved youth for their futures.

Importance: JR youth are more likely to live positive, crime free lives upon reentry to the community when they receive parole services, experience step down programs in JR community facilities, have strong connections with positive role models in their communities and have a plan to prepare them to be productive citizens in their community. Youth are 48 percent less likely to be rearrested when they receive research-based parole aftercare services. Parole works with youth and their families that keep them actively engaged in their transition plan and establishing new patterns of support and success.

Success Measures:

- 2.1.1 Increase the percentage of youth released from JR who do not return in 12 months from 89 percent to 90 percent by 2015. (Note: also a **Results Washington** Success metric)
- 2.1.2 Increase the percentage of youth receiving parole aftercare services from 44 percent to 100 percent by July 2015.
- 2.1.3 Maintain the residential fill rates in JR facilities between 90 – 101 percent of funded bed capacity by 2015.
- 2.1.4 Increase the number of eligible youth matched to a mentor from 28 percent to 38 percent by July 2015.

Action Plan: JR will provide step down opportunities for youth from residential programs to the community including increasing utilization of beds in community programs. JR will increase involvement with youth, their families, and other community supports including a special emphasis on increasing youth matches with mentors. JR will seek funding to support improved aftercare and parole programming for all youth leaving JR.

Strategic Objective 2: Youth in JR will have increased access to job readiness, job search and employment programs.

Importance: Increasing a youth's preparation for engagement in the workforce upon reentry to their community significantly improves their ability to be safe, contributing and fully engaged community members.

Success Measure:

- 2.2.1 Increase the percentage of youth enrolled in vocational training from 32 percent to 37 percent by July 2015.

Action Plan: JR will partner with DVR, Employment Security and community based vocational training programs to improve the economic stability of youth and their families. A special focus will be on youth training in specific vocations and job areas including access to Job Corps, onsite vocational training, and community-based vocational training and apprenticeship programs.

Strategic Objective 3: Youth in JR will experience an improvement in their academic status while in care.

Importance: JR youth have high levels of adverse childhood experiences, which are demonstrated to increase the likelihood of behavioral problems and criminal behavior in adolescence. In order to help prepare youth for a crime-free future, we must provide them with opportunities which increase the protective factors in their lives and prepare them for a successful reentry to their community. Most youth enter JR with a history of truancy, below grade level scores in reading and math and behind in school credits. Addressing educational readiness is a significant step direction towards preparing a youth for a working adult world.

Success Measure:

- 2.3.1 Increase the percentage of youth served by juvenile rehabilitation for over six months whose test scores increased between admission and discharge by 5 percent by July 2015.

Action Plan: JR will work in partnership with educational systems, educational advocates and other state agencies to foster student educational readiness and promote stable living situations for children and youth to improve educational success. JR will focus on increasing youth school success with a specific focus on youth improving to grade level in math and reading, youth completing credits toward their high school diploma, and increase their motivation and re-engagement with the education system.

Strategic Objective 4: Increase public safety through provision of coordinated rehabilitative services to residents at SCC.

Importance: SCC residents are prepared for the greatest potential of successful transition to the community when they are offered and voluntarily accept coordinated rehabilitative services.

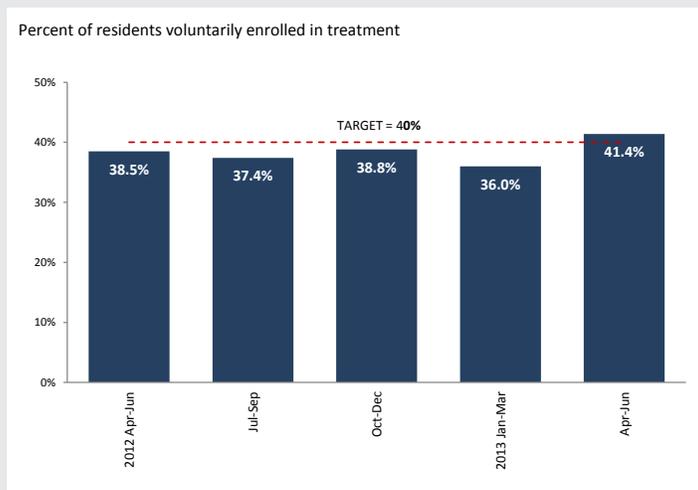
Success Measure:

- 2.4.1 Increase percentage of enrollment rate of individuals voluntarily participating in treatment from 40 percent to 45 percent by July 2015.

Action Plan: SCC will:

- Continue to offer treatment services to residents on a routine basis. Outreach will be provided to residents who do not usually communicate with clinical staff around the benefits of treatment.
- Conduct a Request for Information to all certified sex offender treatment providers (SOTPs) in the state, review credentials and conduct interviews to establish list of SCC approved to contract with SOTPs. SCC will establish a list of SCC approved Sex Offender Treatment Providers (SOTPs) accessible by Phase 4 residents and their legal representation to allow for more efficient contracting.

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



DSHS Goal 4: Quality of Life - Those in need will be supported to attain the highest possible quality of life.

Strategic Objective 1: Rehabilitate the maximum number of DVR eligible individuals that available resources will support.

Importance: Finding ways to maximize how DVR reaches and serves individuals with disabilities who are eligible for vocational rehabilitation promotes the Governor's priority of a working Washington, provides meaningful employment and the ability to live independently, and promotes a greater quality of life.

Success Measures:

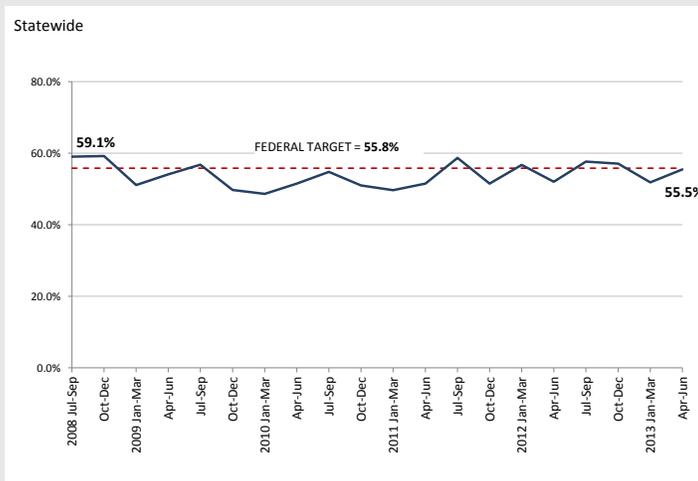
- 4.1.1 Maintain a rehabilitation rate above the federal standard of 55.8 percent for all DVR clients, including: youth that transition from high school to work; clients that complete the Workstrides workshop; supported employment clients and clients that receive job placement services from a Community Rehabilitation Program by July 2015.
- 4.1.2 Increase the percentage of DVR clients who achieve employment outcomes that match the state median wage from 9 percent of clients to 20 percent of clients by July 2015.
- 4.1.3 Increase the percentage of transition students who exit high school with an Individual Plan for Employment from 60 percent to 90 percent by July 2015.

Action Plan: DVR will implement multiple strategies to increase the rehabilitation rate for the individuals served. We will:

- Provide timely, individualized services to DVR customers that result in employment outcomes that meet the customer's needs.
- Design and implement a statewide model for more effectively serving the high school transition population.
- Expand the availability of the DVR WorkStrides career preparation workshop to all clients by engaging an array of partners to help deliver the workshop on a regular basis.
- Implement identified improvements to increase statewide consistency and quality of case services.

- Refine DVR's Community Rehabilitation Program (CRP) business model to achieve the best outcomes for DVR customers seeking employment.
- Develop interlocal agreements with school districts, Regional Support Networks and county developmental disabilities programs.
- Work in partnership with the Developmental Disabilities Administration and other related organizations to address the needs of individuals with intellectual disabilities.

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



Strategic Objective 2: DVR will become more visible in the disability and employer communities as a key source for good paying jobs and quality job applicants.

Importance: Increasing DVR's visibility in the disability and workforce communities promotes both access to federally supported services for individuals with disabilities and increases the interest and passion of employers to discover the benefits of hiring them.

Success Measures:

- 4.2.1 Meet or exceed the federal standard for increasing the number of individuals with successful employment case closures each federal fiscal year by July 2015.
- 4.2.2 Maintain customer satisfaction rates on the DVR survey at 90 percent or higher by July 2015.
- 4.2.3 Maintain a rehabilitation rate for all clients above the federal standard of 55.8 percent.
- 4.2.4 Increase the percentage of DVR clients who achieve employment outcomes that match the state median wage from 9 percent of clients to 20 percent by July 2015.
- 4.2.5 Increase the number of DVR clients placed in jobs through WorkSource from 150 per quarter to 200 per quarter by July 2015.

Action Plan: DVR will build partnerships with employment advocates, business leaders and social service partners to advance opportunities for individuals with disabilities to rapidly obtain employment, including supported employment. DVR will develop relationships with employers to create opportunities for clients to gain work experience through internships and obtain regular jobs that pay well with

benefits. DVR will market its vocational rehabilitation program to employers by categorizing the similar employment goals of customers and strategically targeting employers in corresponding occupations. DVR will sponsor at least one major employer community event in each DVR Area. DVR will expand the availability of the Workstrides workshop to all 26 DVR offices. DVR will engage in the Governor's Disability Employment Task Force to address improving state employment opportunities and outcomes for people with disabilities. DVR will provide technical assistance to hiring authorities and supervisors about reducing barriers to hiring individuals with disabilities.

DSHS Goal 5: Public Trust - Use of strong management practices that ensure quality and leverage all resources.

Strategic Objective 1: Maintain a productive, effective organization and maximize service delivery capacity within available resources.

Importance: Public trust is essential for a public enterprise to be seen as credible, effective and working in the best interest of customers and taxpayers. JJRA understands the need to promote a continued focus on managing resources wisely to best serve the needs of customers by utilizing data, research and analyses to inform practice, policy and budget decisions and monitor performance.

Success Measures:

- 5.1.1 Increase the number of evidence- and research-based services provided to juvenile justice involved youth by 2 percent by July 2015.
- 5.1.2 Increase by 20 percent the number of reports and performance measures across JJRA that are regularly disaggregated by race, ethnicity and gender to inform decision-making and optimize opportunities for inclusion assessment and workplace climate by July 2015.
- 5.1.3 Increase the safety of working environment as demonstrated by reducing the number of referral assaults to law enforcement in JR residential facilities by 5 percent by July 2015.
- 5.1.4 Continue to meet and exceed the federal target (0.80) of the ratio of minority access to Vocational Rehabilitation programs as compared to non-minority access by July 2015.

Action Plan: JJRA will:

- Develop a strategy to expand the reach of existing evidenced and research-based practices in the juvenile justice continuum. Emphasize how evidenced and research-based practices improve safety by improving conflict management and emotional regulation skills.
- Increase the use of validated instruments to assess and measure risk to public safety and to guide increased community placement options for youth.
- Increase focus on understanding and using data to manage programs. This includes disaggregation of data by race and gender to understand potential decision points of disparate treatment.
- DVR will utilize the results of the Net Impact Study of Workforce Development Programs to inform how to improve DVR effectiveness in assisting customer to achieve employment outcomes.

Strategic Objective 2: Recruit, develop, and retain an informed, inspired, diverse, and engaged workforce.

Importance: We can best assure public trust by aligning purpose and objectives with the principles of equity, diversity and inclusion across the entire suite of programs in JJRA. An engaged and motivated workforce ensures greater retention of staff, development of future leaders within the organization and improves customer service and customer relationships.

Success Measures:

- 5.2.1 Increase by 5 percent the number of staff participating in JJRA Leadership Academy, receiving tuition reimbursement, and getting professional mentoring and coaching.
- 5.2.2 Improve the annual staff turnover rate to 10 percent or less by July 2015.
- 5.2.3 Satisfaction level of staff as expressed on the employee survey question "In general, I'm satisfied with my job" increases by 10 percent by July 2015.
- 5.2.4 100 percent of JJRA divisions will have a diversity and inclusion plan by July 2015.

Action Plan: JJRA will:

- Act affirmatively to recruit and hire qualified individuals from protected groups and continue to identify and address trends in staffing, hiring and turnover.
- Enhance the skills that employees have through improved training methodology.
- Continue full participation in the DSHS and State EEO/AA/ADA Reporting requirements.
- Monitor the hiring, promotion, development and retention processes across JJRA.
- Coordinate Diversity and Inclusion training with employee engagement, basic and advanced supervisory, ethics and professional competence training across the administration.

Department of Social and Health Services Juvenile Justice and Rehabilitation Administration

