



Rehabilitation Administration

October 2016

DSHS MISSION

To transform lives

DSHS VISION

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

DSHS VALUES

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

RA Mission

To transform lives by creating pathways to self-sufficiency through effective rehabilitation services and meaningful partnerships

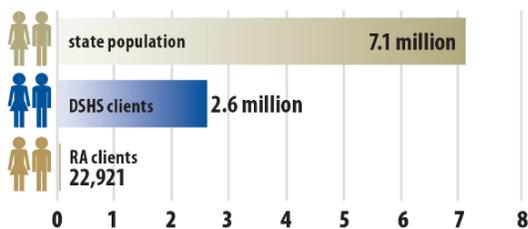
RA Vision

Youth and adults succeed in rehabilitation with the support of an engaged community

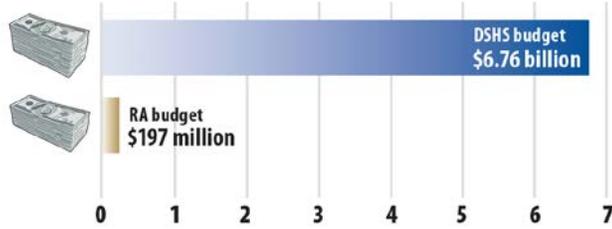
RA Values

Collaboration
Social Justice
Outcome-focused
Community Connection
Opportunities for New Beginnings

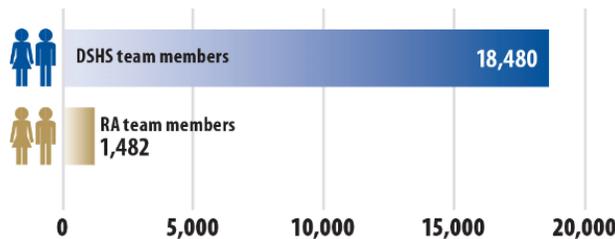
CLIENTS SERVED (between July 2014 - June 2015)



BUDGET (July 2015 - June 2016)



NUMBER OF TEAM MEMBERS (as of June 30, 2016)



Due to a data lag, the number of clients served graphic is for FY15, whereas the budget and number of team members graphics represent FY16. Also, the number of team members is an approximate count and includes part-time staff.

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STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
1115 Washington Street SE, Olympia, Washington 98504-5010



SECRETARY LETTER
October 2016

Dear Teammates:

We have made great progress across the Rehabilitation Administration through a sharp focus on our daily work with youth to ensure post-incarceration success; by supporting disabled individuals in finding and maintaining employment; and on increasing treatment hours and timely re-evaluations for residents of the Special Commitment Center.

This commitment to robust, effective rehabilitation dovetails with the Department's vision of healthy, safe and supported people across Washington.

Continuing to build on successes and working to achieve higher standards will be at the forefront of our efforts over the next months and years. This includes work to decrease disproportionality in juvenile justice facilities, more timely support for vocational rehabilitation clients, and sustained improvements at the Commitment Center.

As we do so, engaging communities around our efforts will give dedicated staff additional, innovative tools they need to transform our clients' lives.

Sincerely,

A handwritten signature in cursive script that reads "Patricia K. Lashway".

Patricia K. Lashway
Acting Secretary

DSHS: *Transforming Lives*





STATE OF WASHINGTON
DEPARTMENT OF SOCIAL AND HEALTH SERVICES
REHABILITATION ADMINISTRATION



ASSISTANT SECRETARY LETTER
October 2016

Dear Team Member,

Our Rehabilitation Administration transforms the lives of almost 25,000 youth and adults a year by providing effective rehabilitation and creating opportunities for self-sufficiency. Our administration's diverse services share a common focus on **helping youth and adults succeed in rehabilitation with the support of an engaged community**. Each of our programs provides people with the tools they need to make substantial changes in their lives and help them have a better future.

You work very hard to meet our goals of providing quality, effective services to our clients and we are making progress towards achieving our goals. I also believe we must always strive to do better. Our strategic plan is an important part of ensuring that we continue to make progress and set even higher goals for our administration.

This Rehabilitation Administration Strategic Plan for 2015-2017 contributes to the DSHS mission and vision. It outlines where we are and where we want to go. It is a roadmap focused on our priorities of improving outcomes in employment, rehabilitation and health, as well as enhancing performance management and equity, diversity and inclusion. The plan affirms our commitment to provide effective rehabilitation to individuals with disabilities who want to work, youth who need a second chance at a positive future, and civilly committed adults who need opportunities for transformation.

The Rehabilitation Administration is more committed and better positioned than ever to provide effective and efficient rehabilitation services to our clients. Our diverse program areas provide a strong foundation for new and creative ideas. I am encouraged by the plan we are mapping together. I look forward to implementing our action plans as a team and making a difference in our clients' lives.

Sincerely,

John Clayton
Assistant Secretary

DSHS: *Transforming Lives*



Introduction

The Rehabilitation Administration (RA) believes youth and adults deserve opportunities for new beginnings, to achieve self-sufficiency, and for healthy community engagement. We help people with disabilities get and keep jobs that match their skills, interests, and abilities. We provide effective rehabilitation and treatment services and develop meaningful partnerships with community organizations, employers, schools and mentors that lead to skill development and personal growth. We actively apply our values of excellent service, commitment to our clients' best interest and success, collaboration with families and community partners and social justice with a strong focus on positive outcomes. The Rehabilitation Administration serves a wide range of people every year through its diverse suite of programs:

- Vocational Rehabilitation provides services for more than 12,700 people with disabilities.
- Juvenile Rehabilitation provides services to more than 1,600 adjudicated youth age 10-21 in residential and community programs.
- The Office of Juvenile Justice provides support and expertise to the county and state juvenile justice continuum and staffs the Washington state Partnership Council on Juvenile Justice.
- The Special Commitment Center provides community safety, specialized treatment and rehabilitation services for more than 300 civilly committed individuals.

RA's programs provide core services:

The Division of Vocational Rehabilitation (DVR) serves people with disabilities who want to work and need individualized employment services and counseling to overcome barriers to employment. People are eligible for services if they have a physical, mental or sensory disability that impedes employment. DVR engages businesses and the community by providing technical assistance resources and training to human resource staff and coworkers regarding the hiring, retention and advancement of people with disabilities.

Juvenile Rehabilitation (JR) services are designed to increase each youth's pro-social behavior and to enhance community safety. These services 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 uses evidence-based programs, such as Dialectical Behavior Therapy and Functional Family Parole. 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 community. JR collaborates with juvenile courts to create a continuum of quality services that promote accountability, safety and rehabilitation. JR also engages the workforce to provide the opportunities for youth to develop skills needed to be successful academically, in the workplace and in their community.

The Office of Juvenile Justice (OJJ) promotes partnerships and innovations that improve outcomes for juvenile offenders and their victims and 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: youth, law enforcement, judges, courts, detentions and



county administrators. The OJJ is responsible for monitoring adult and juvenile facilities to ensure youth are afforded the core protections of the federal Juvenile Justice and Delinquency Prevention Act and to ensure that the state identifies and takes steps to reduce racial and ethnic disparities in the juvenile justice system.

The Special Commitment Center (SCC) manages and provides residential and clinical treatment to sex offenders on McNeil Island who are civilly committed by the court after they complete their criminal sentence. The SCC provides services to residents in a manner that promotes individual rehabilitation while maintaining community safety.

Goals

Stated as a mission, the goal of the Rehabilitation Administration (RA) is to transform lives by creating pathways to self-sufficiency through effective rehabilitation services and meaningful partnerships. Fully realized, this creates our vision: youth and adults succeed in rehabilitation with the support of an engaged community. We set performance goals to track our progress toward this mission and vision.

Washington’s Commitment

We ask our customers what is needed in order for RA to fulfill its mission and reach its vision. To advance RA’s mission, Washington needs to be the national leader in providing vocational and rehabilitation services to youth and adults that are evidence-based and focus on employment, education, successful integration and reentry, personal productivity and societal contribution.

WASHINGTON’S COMMITMENT SCORECARD

Be the national leader in: Providing vocational and rehabilitation services to juveniles and adults that are evidence-based and focus on employment, education, successful integration and reentry, personal productivity and societal contributions.

2012	2013	2014	2015
YELLOW	YELLOW	YELLOW	YELLOW

Rehabilitation Administration

YARDSTICK

The Yardstick (also referred to as the Scorecard) depicts the commitment and success of our state as a whole to transforming lives. DSHS considers other factors (e.g., caseloads, budget deficits, others’ performance, etc.) when assigning the color codes.



Measuring up Washington

	2012	2013	2014	2015	
Provide effective community and institutional services to juvenile offenders	COMMUNITY	COMMUNITY	COMMUNITY	COMMUNITY	Better community transition has strengthened the program.
	INSTITUTIONAL	INSTITUTIONAL	INSTITUTIONAL	INSTITUTIONAL	
Provide evidence-based services for juvenile offenders	★ GREEN	★ GREEN	★ GREEN	★ GREEN	Washington is a leader in the use of evidence-based practices to serve juvenile offenders.
Focus services for juvenile offenders on employment	RED	↑ RED	YELLOW	↑ YELLOW	Leveraging vocational rehabilitation programs and adding employment pilot programs has made progress.
Focus services for juvenile offenders on education	↑ YELLOW	YELLOW	↑ YELLOW	YELLOW	Continued efforts to improve outcomes have mixed results; new collaborations with schools will make stronger improvements.
Provide successful vocational rehabilitation	GREEN	GREEN	YELLOW	↑ YELLOW	New federal standards will bring new challenges but will shorten customer service time and increase services for youth.
Provide effective rehabilitation for civilly committed individuals	RED	↑ YELLOW	↑ YELLOW	YELLOW	A drop in treatment hours and unmet needs of high acuity residents create new challenges.

Achieving the goal of national leadership in these service areas is a product of the contributions of many players, including the Governor, the Legislature, state agencies, counties, cities, non-profit organizations and others, including the citizens themselves. This “Washington’s Commitment” section looks at the world through the client’s eyes and asks how successful we are as a state at transforming the life of the client without immediate regard to the reason.

The reasons are critically important, of course, but for the client the first concern is always whether the needed service is available and effective. It is too frequently the case that the DSHS staff are doing exceptional work, but excessive caseloads, not enough funding, or other program gaps create severe unmet needs and drive poor grades for Washington’s Commitment. DSHS staff are committed to always working to improve our performance and to meet clients’ needs.

The Washington’s Commitment scorecard and the Performance scorecard in this plan 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.
- 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 coveted gold star.
- Some measures are new in the 2015-2017 strategic plan. For these measures, preliminary color codes have been established in muted colors, however, they are necessarily subject to change as more data becomes available.



RA Performance Scorecard

In the RA Performance Scorecard we measure ourselves against our yardstick of being the national leader in our spheres of service by setting goals and grading our performance for specific elements of the work we do to advance our mission in that specific area. For example, the Washington Commitment measure of “provide successful vocational rehabilitation” is measured against six performance measures as outlined directly below.

Each target item on this scorecard forms part of our strategic plan and includes 13 new strategic objectives and success measures added to this year’s strategic plan. The new measures are denoted as “New in the 15-17 Plan” and do not have previous color ratings. The detailed discussion of all measures - including a statement of their importance, a quantified success measure, a timeline, and an action plan - form our strategic plan.

While the summary scorecard provides a simplified color-coded overview for most of these measures, you will find very detailed performance data at the link below. Performance data is updated quarterly and can be found at: <http://www.dshs.wa.gov/ppa/strategic.shtml>.

Our strategic plan is organized around this reporting structure outlined in the RA Performance Scorecard.

It is not possible to fully separate our performance at RA 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 areas where the performance of the RA team is exemplary, but the unmet need is so great that only red status evaluation is appropriate. Importantly, in virtually every area summarized on the RA Performance scorecard we have quantified performance measures to make better use of the resources we have and provide a better measure of our progress as an administration.

RA’s current scorecard is below. For ease of reading the performance measure is indicated on the left, the previous and current state are notated by the colors, and progress comments are noted on the right.



Rehabilitation Administration

Provide effective community and institutional services to juvenile offenders

↓ Strategic Objective Number

	2012	2013	2014	2015
1.1.1 Juvenile rehabilitation health	YELLOW	↑ YELLOW	↑ YELLOW	GREEN
1.1.2 Juvenile rehabilitation substance use disorder treatment	YELLOW	↑ YELLOW	↑ YELLOW	YELLOW
1.1.3 Juvenile rehabilitation youth health benefits on system exit	YELLOW	↑ YELLOW	YELLOW	YELLOW
1.2.1 Decrease juvenile offender recidivism 	YELLOW	YELLOW	GREEN	YELLOW
1.2.2 Juvenile rehabilitation youth receiving parole services	RED	RED	RED	RED
1.2.3 Juvenile rehabilitation community transition	YELLOW	YELLOW	YELLOW	GREEN
1.2.4 Eligible youth matched with mentors				New in 15-17 Plan YELLOW

Provide evidence-based services for juvenile offenders

	2012	2013	2014	2015
2.1.1 Evidence-based practices adhere to model in juvenile rehabilitation				New in 15-17 Plan YELLOW

Focus services for juvenile offenders on employment

	2012	2013	2014	2015
3.1.1 Juvenile rehabilitation vocational training	RED	↑ YELLOW	GREEN	↑ YELLOW

Focus services for juvenile offenders on education

	2012	2013	2014	2015
4.1.1 Juvenile rehabilitation academic development	↑ YELLOW	YELLOW	↑ YELLOW	YELLOW

Provide successful vocational rehabilitation

	2012	2013	2014	2015
5.1.1 Vocational rehabilitation success rate				New in 15-17 Plan ↑ YELLOW
5.1.2 Vocational rehabilitation student preparedness plans	RED	RED	RED	↑ YELLOW
5.2.1.a Vocational rehabilitation services for youth in JR				New in 15-17 Plan RED
5.2.1.b Vocational rehabilitation services received				New in 15-17 Plan RED



5.3.1	Vocational rehabilitation plans developed within federal timeliness standards				New in 15-17 Plan GREEN
5.3.2	Vocational rehabilitation customer satisfaction	↑ YELLOW	YELLOW	YELLOW	YELLOW
5.3.3	Vocational rehabilitation wage progression	RED	RED	RED	↑ RED

Provide effective adult rehabilitation

		2012	2013	2014	2015
6.1.1	Special Commitment Center treatment participation	YELLOW	↑ YELLOW	GREEN	GREEN
6.1.2	Special Commitment Center therapy hours for high acuity residents				New in 15-17 Plan RED

Other mission critical goals

		2012	2013	2014	2015
7.1.1	Special Commitment Center residents enrolled in entitlement programs				New in 15-17 Plan RED
7.1.2	Special Commitment Center overtime usage				New in 15-17 Plan RED
7.1.3	Worker safety – in juvenile rehabilitation facilities	YELLOW	YELLOW	YELLOW	↑ YELLOW
7.1.4	RA client reports disaggregated by race and ethnicity	GREEN	GREEN	GREEN	GREEN
7.1.5	Equal access to vocational rehabilitation services				New in 15-17 Plan GREEN
7.2.1	Decreasing disproportionate minority contact in juvenile justice	YELLOW	↑ YELLOW	↑ YELLOW	YELLOW
7.3.1	RA staff participation in professional development				New in 15-17 Plan GREEN
7.3.2	RA staff job satisfaction				New in 15-17 Plan ↑ YELLOW
7.3.3	RA workforce diversity				New in 15-17 Plan YELLOW



Governor Jay Inslee’s Results Washington Goals

RA is a partner in Governor Jay Inslee’s **Results Washington**, a focused effort to create effective, efficient, and accountable government. Results Washington focuses on five (5) overarching goals. Services provided by the Rehabilitation Administration contribute to goals two (2) and (4).

RA contributes to the Results Washington’s Goal Area number 2: Prosperous Economy. RA/ Division of Vocational Rehabilitation (DVR) supports the leading indicator under the goal topic of *Thriving Washingtonians, Quality Jobs*:

Increase employment rate for people with disabilities from 35.7% in 2012 to 37.8% in 2015.

Results Washington’s goal area number four (4) is Healthy and Safe Communities. RA/Juvenile Rehabilitation (JR) has responsibility for two leading indicators under the goal topic *Safe People*:

Decrease Crime Rates:

Decrease juvenile offender recidivism from 55 percent of youth in January 2015 to 49 percent of youth by July 2017.¹

Decrease the percentage of African-American, Hispanic and Native American youth in detention from 46% to 41% by July 2017.

In addition to the Results Washington goals, the Department of Social and Health Services also has overarching goals.

Department of Social and Health Services (DSHS)

Goals

DSHS has five broad goals: Health, Safety, Protection, Quality of Life, and Public Trust.

RA has the following strategic objectives in support of the DSHS goals as listed below:

Health:

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

Safety:

- Decrease rearrests by effectively preparing juvenile justice-involved youth for their futures.
- Increase public safety by addressing disparities that lead to increasing numbers of youth of color in the juvenile justice system.
- Increase public safety through provision of coordinated rehabilitative services to residents at the SCC.

DSHS 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 attain the highest possible quality of life.
- **Public Trust** – Strong management practices will ensure quality and efficiency.

¹ Recidivism is defined as an adjudication as a juvenile or adult for at least one offense occurring in the 18 months following residential release. Annual rates are reported for youth who completed their 18 month post-release time during the reporting period. Data is made available 32 months after the close of the calendar year. 2014 data will be available summer of 2017.



Quality of Life:

- Youth in JR will have increased access to job readiness, job search and employment programs.
- Youth in JR will improve their academic status while in care.
- All JR youth will participate in Vocational Rehabilitation's eligibility determination process. VR pre-employment transition services will be available to JR youth who are potentially eligible or eligible for services and all JR youth determined eligible will receive VR services to support their employment goals.
- Rehabilitate the maximum number of DVR-eligible individuals that available resources will support.
- DVR services will be efficient, effective, and will exceed customers' expectations. These services will support meaningful labor market engagement, promoting customers' self-sufficiency, independence, and self-actualization.



Public Trust:

- Improve the quality of evidence-based practices provided in the juvenile justice system.
- Maintain a productive, effective organization and maximize the ability to deliver services within available resources.
- Recruit, develop and retain an informed, diverse and engaged workforce.

Acting Secretary's Special Focus Areas

DSHS Acting Secretary Pat Lashway has highlighted the following five (5) focus areas for RA during this strategic plan period:

- Decrease disproportionate minority contact in juvenile justice facilities by a minimum of 10 percent by July 2017
- Increase JR youth receiving DVR services to 100% of those eligible by July 2017
- Decrease the employment plan completion time for DVR customers by at least 20 days, from 120 to 90 days by July 2017
- Create and implement a rehabilitation program at SCC for high acuity residents by July 2017
- Improve attendance and decrease overtime at SCC by 25 percent by July 2017



Strategic Plan

Below are the strategic plan details designed to meet our strategic objectives. Each objective includes a statement of its importance, quantified success measures, a timeline for achieving them and, most importantly, an action plan.

RA success measures are monitored and reported quarterly online at <http://www.dshs.wa.gov/ppa/strategic.shtml>. Each action plan is also updated quarterly.

Strategic Objectives, Importance, Success Measures and Action Plans

1. Provide Effective Institution and Community Services to Juvenile Offenders

Strategic Objective 1.1: Youth in JR will have increased access to a coordinated delivery of medical, behavioral health and long-term services and support to improve their health status.

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



Success Measure 1.1.1: Increase the percentage of youth entering JR that receive a complete physical exam within seven days of admission from 86 percent in October 2014 to 95 percent by July 2017.

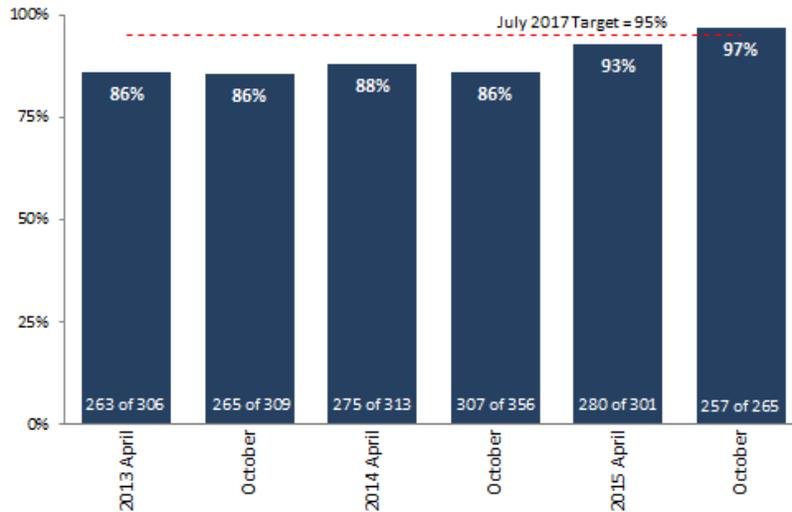
	2012	2013	2014	2015
1.1.1 Juvenile rehabilitation health	YELLOW	YELLOW	YELLOW	GREEN

Action Plan:

- Implement efficiencies in practice that will aid the completion and documentation of physical exams within seven days.
- Schedule youth for the next available physician appointment immediately upon intake.
- Use monthly quality assurance reviews of progress to quickly address issues that arise.



Chart 1.1.1 Percent of health assessments completed within seven days of admission



Success Measure 1.1.2: Increase the percentage of treatment completion for youth assessed for a substance use disorder from 45.9 percent in June 2015 to 65 percent July 2017.²

	2012	2013	2014	2015
1.1.2 Juvenile rehabilitation substance use disorder treatment	YELLOW	↑ YELLOW	↑ YELLOW	YELLOW

² Due to data limitations, this measure includes a count of youth with indicators of a substance use disorder as assessed in the GAIN-SS, but who were ultimately assessed as not having a substance use disorder such that treatment was required. The action plan for this measure includes work to improve data collection and tracking. With these improvements, it is anticipated that the number of youth assessed with a substance use disorder, and corresponding completion rate, will increase from the percentage in this current measure. Additionally, JR has increased the number of youth assessed with a substance use disorder who receive treatment; however, this increase is not reflected in this data because this measure counts youth in the year they are discharged from JR supervision, regardless of when they received substance use disorder treatment. Youth included in this count could have received treatment at any time during their supervision. This measure is not designed to indicate how many youth received treatment during the year.

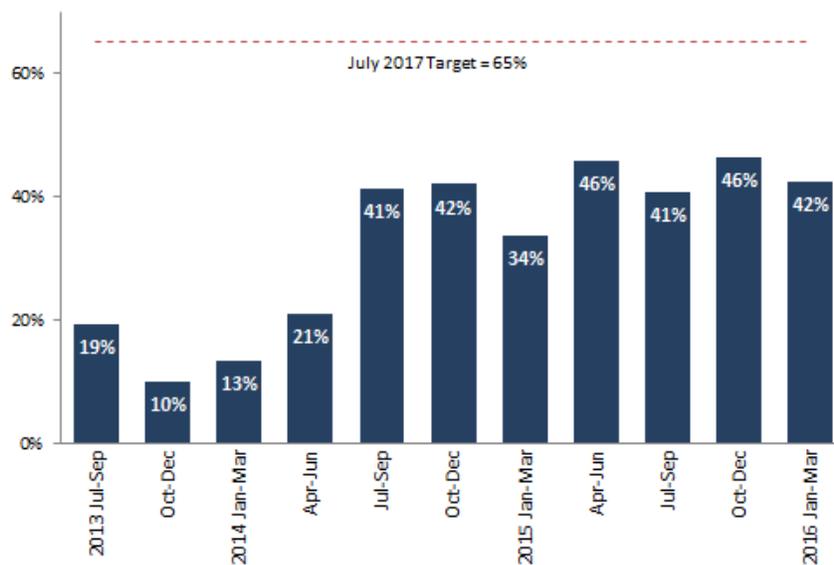


Action Plan:

- Implement co-occurring (substance abuse-mental health) programs that incorporate cognitive behavioral therapy and motivational interviewing in substance abuse treatment, such as the Matrix and Dialectical Behavior Therapy-Substance Use Disorder treatment.
- Assess challenges with engagement in treatment and determine how to address them, such as family participation in treatment, timing of treatment intensity, and matching to level of need.
- Increase the capacity and competency of JR’s substance use disorder treatment workforce and other stakeholders to effectively plan, implement and sustain comprehensive, culturally relevant services that engage youth to stay involved in treatment.
- Expand training opportunities internally with an emphasis on evidence-based programs, practices and policies that address treatment for youth with substance use disorders or co-occurring mental health and substance use disorders and improve the quality, accuracy and consistency of our services and data tracking.
- Review assessment practices to identify areas for improvement including tools used and consistency in screening and assessing youth with substance use and co-occurring disorders.
- Review gaps in treatment services for youth in community facilities and work with partners to identify avenues for youth to obtain needed treatment and to modify treatment delivered to youth if necessary.
- Review the data and quality assurance processes to identify areas to improve accuracy, consistency and quality of the delivery of services and data collection and tracking.



Chart 1.1.2 Percentage of treatment completion for youth assessed for a substance use disorder



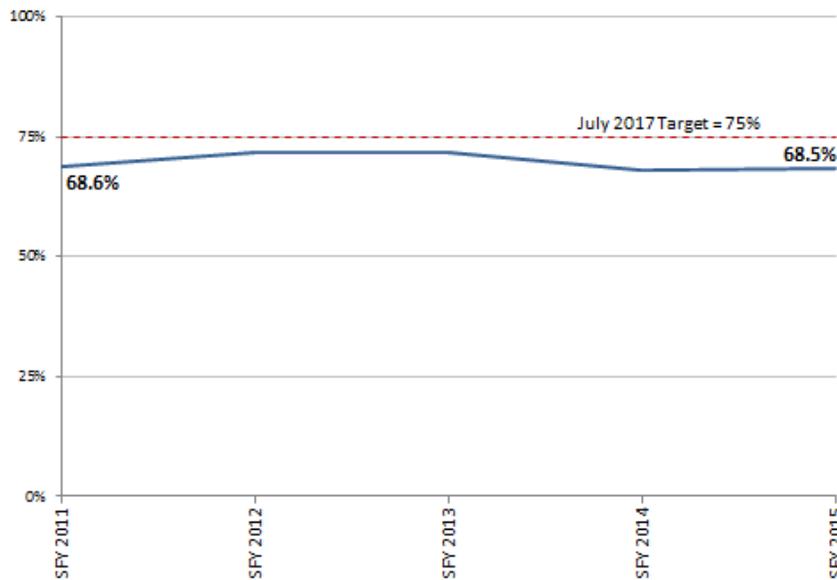
Success Measure 1.1.3: Increase the percentage of eligible youth leaving Juvenile Rehabilitation connected with Medicaid medical benefits within seven days from 68.5 percent in June 2015 to 75.0 percent in July 2017.

		2012	2013	2014	2015
1.1.3	Juvenile rehabilitation youth health benefits on system exit	YELLOW	YELLOW 	YELLOW	YELLOW

Action Plan:

- Improve the care, transition and re-entry of youth from JR residential programs to the community by supporting youth access to mental health, substance abuse and physical health care and treatment through the expansion of Medicaid services to all youth releasing from residential placement.
- Engage youth and family in discussions earlier in the re-entry RTM planning process about the importance of establishing medical coverage upon release, and supporting family’s needs with medical insurance enrollment activities.
- Document medical coverage applications and Behavioral Health Organizations (BHOs) referrals as part of the youth re-entry plans.
- Identify barriers to streamlined applications for medical coverage under the Affordable Care Act and actively seek creative solutions to establish Medicaid coverage jointly with the Health Care Authority in the 30 days prior to release.

Chart 1.1.3 Percent of youth who get Medicaid medical benefits after release from JR facilities



Additional action steps for Strategic Objective 1.1: to address improving coordinated delivery of behavioral health and long-term services and supports.

JR will:

- Identify strategies to support delivery of mental health treatment while in JR facilities. If funded, JR will implement enhanced mental health services and staffing supports in residential programs for youth with complex behavioral health needs.
- Provide suicide prevention, mental health training and targeted staff support so youth with the most complex behavioral health and developmental challenges get targeted treatment. Support the youth's access to state benefits (food, employment, housing, etc.).
- Collaborate with the BHOs local community mental health centers and substance abuse treatment and aftercare programs, as well as with DSHS Division of Behavioral Health & Recovery and DSHS Developmental Disability Administration to partner on new opportunities. For example, some youth with complex needs will qualify for programs like Wraparound with Intensive Services (WISe).
- Provide JR residential and parole staff assistance for youth and their families to keep reentry or community appointments to meet mental health and other needs.

Strategic Objective 1.2: Decrease recidivism by providing effective reentry planning, parole aftercare, step-down and mentoring, 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 quality residential and parole treatment services, experience step-down programs in JR community facilities, have a strong connection with positive role models, and have a plan preparing them to be productive citizens through educational and vocational attainment.



Success Measure 1.2.1: Decrease juvenile offender recidivism from 55 percent of youth in January 2015 to 49 percent of youth by July 2017.³

		2012	2013	2014	2015
1.2.1	Decrease juvenile offender recidivism				
		YELLOW	YELLOW 	GREEN	YELLOW

Action Plan:

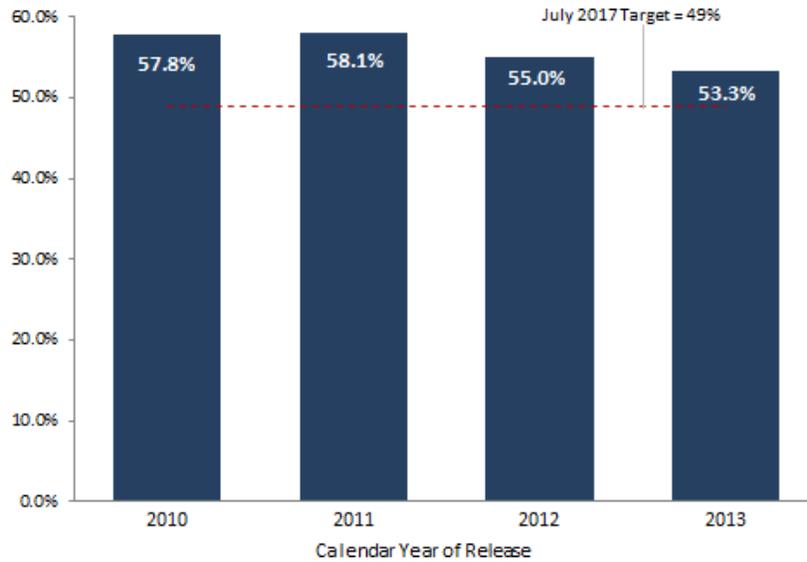
- Prioritize and document individualized skill development for youth and families through skills groups, therapeutic family contacts, and Functional Family Parole (FFP) adherence.
- Continue to implement and maintain youth and family-centered Reentry Team Meetings (RTMs) with active participation by the youth and family. Increase effectiveness of RTMs through on-going staff training developing more flexible scheduling for family inclusion, removing duplication, and improving quality assurance and supports for RTM facilitators.
- Increase and improve the quality of youth and family involvement through use of video-conferencing, phone calls, and family engagement strategies in Re-entry Team Meetings (RTMs). Explore other opportunities for promoting relationships with family and natural supports.
- Increase partnership with institutional and community schools, including a focus on referring youth with an Individualized Education Plan (IEP) to vocational rehabilitation services.
- Support a positive and streamlined reentry for youth to community schools by changing the school notification process; participating in Individualized Education Plan Meetings held in the institution prior to release; ensuring follow up for timely transfer of school records and promoting youth’s engagement with education and self-management while in the institution.
- Improve JR’s IT database support for youth’s re-entry and transition planning if funded.
- Evaluate current parole supervision activities to improve practices that support rehabilitation.



³ Recidivism is defined as an adjudication as a juvenile or adult for at least one offense occurring in the 18 months following residential release. Data is made available 32 months after the close of the calendar year.



Chart 1.2.1 Percent of youth who recidivate within 18 months post-residential release



See analysis and plan at: [RA A-3 and Action Plan 1.2.1 – Youth Not Returning](#)

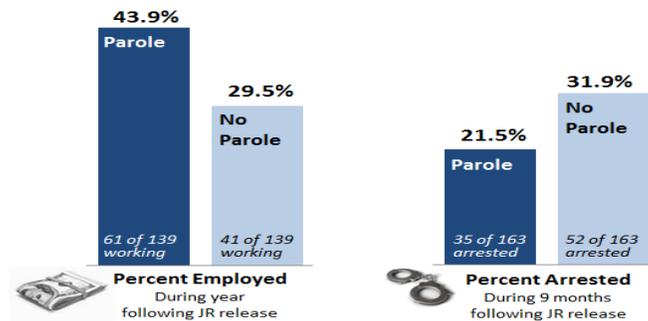
Success Measure 1.2.2: Increase the percentage of youth receiving parole aftercare services from 56.1 percent in FY 2015 to 100 percent by July 2017.

	2012	2013	2014	2015
1.2.2 Juvenile rehabilitation youth receiving parole services	RED	RED	RED	RED

Action Plan:

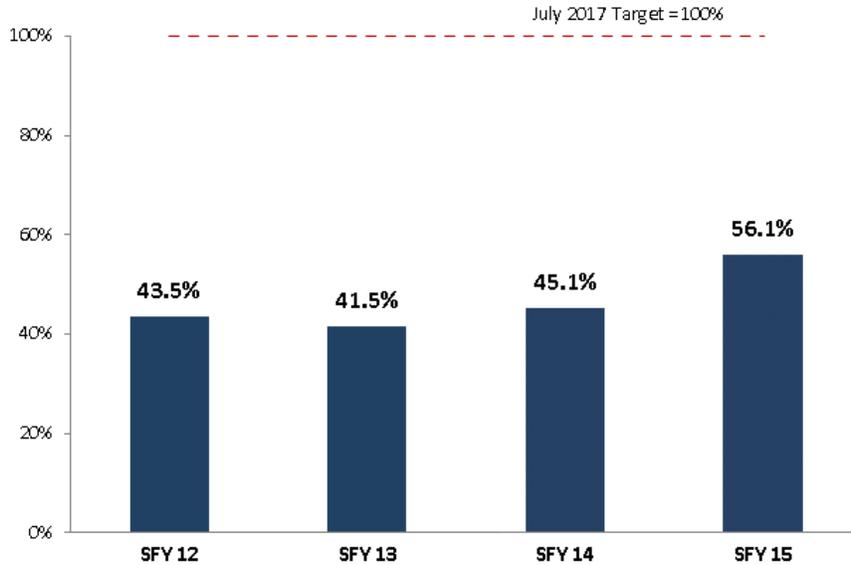
- Strategically develop a stakeholder base and educate partners about the following data for youth who receive support for their transition to the community from Functional Family Parole (FFP).

Effects of Functional Family Parole on re-arrest and employment
 DSHS Research and Data Analysis Report, October 2011



- Highlight how FFP works with the youth and their families to support their active engagement in the re-entry plan and establish new patterns of support and success.
- Seek funding for community transition services and implement aftercare and parole programming for all youth leaving JR if funded.
- Revise parole revocation program to more effectively address the parole violation and be less disruptive to the process of re-entry.
- Create a parole management report in ACT to assist in tracking trends of parole youth releases, discharges, and revocations.

Chart 1.2.2 Percent of youth receiving parole services



Success Measure 1.2.3: Support Step Down Increase appropriate transfers of youth from institutions to community facilities (CFs) to maintain the residential fill rates in JR facilities between 95– 100 percent of funded bed capacity by July 2017.

	2012	2013	2014	2015
1.2.3 Juvenile rehabilitation community transition	↑ YELLOW	↑ YELLOW	↑ YELLOW	GREEN

Action Plan:

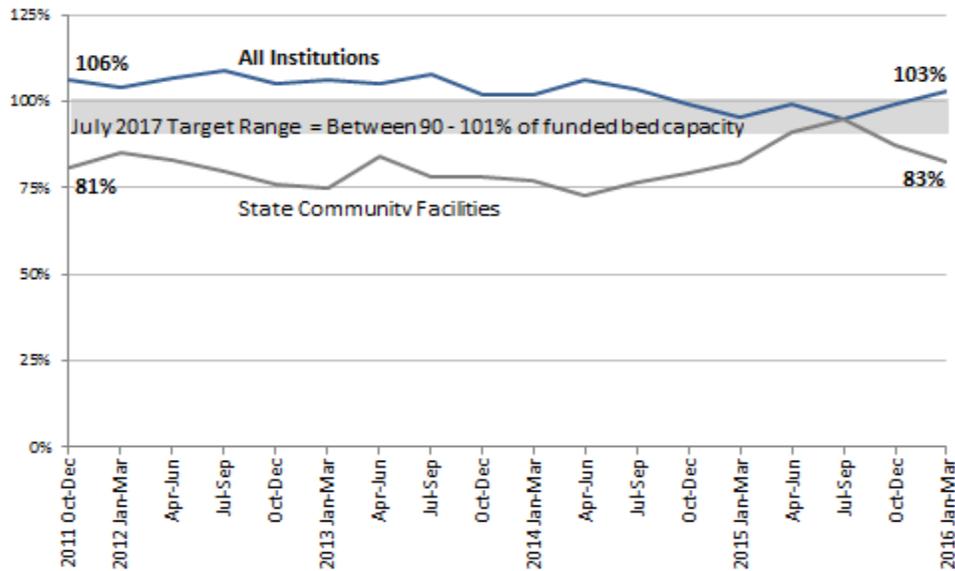
- Develop and update CF information about all 8 CF programs.
- Provide materials to institutional staff and youth to increase interest and knowledge regarding our CFs.
- Provide experiential learning for key institution staff, about CF programs and operations, through job shadowing and cross training opportunities.



- Promote youth skill acquisition relevant to successful placements at CFs and community access.
- Identify a potential CF program for each youth at the first Re-entry Team Meeting and facilitate on-going placement focused communication between institutions and community facilities.
- Increase collaboration between institutions and community facility staff to address key points of transition, e.g. initial CF placement; removals and returns with specialized care and planning for each youth.
- Continue to develop transition units to support youth step-down preparedness and support development of re-entry activities in each living unit/cottage.
- Review current structure and populations served at each community facility for possible model changes.



Chart 1.2.3 Residential fill rates in juvenile rehabilitation institutions and community facilities



See analysis and plan at: [RA Action Plan 1.2.3 - JRStepDown](#)



Success Measure 1.2.4: Increase the number of eligible youth matched to a mentor from 5 percent in June 2014 to 15 percent by July 2017.

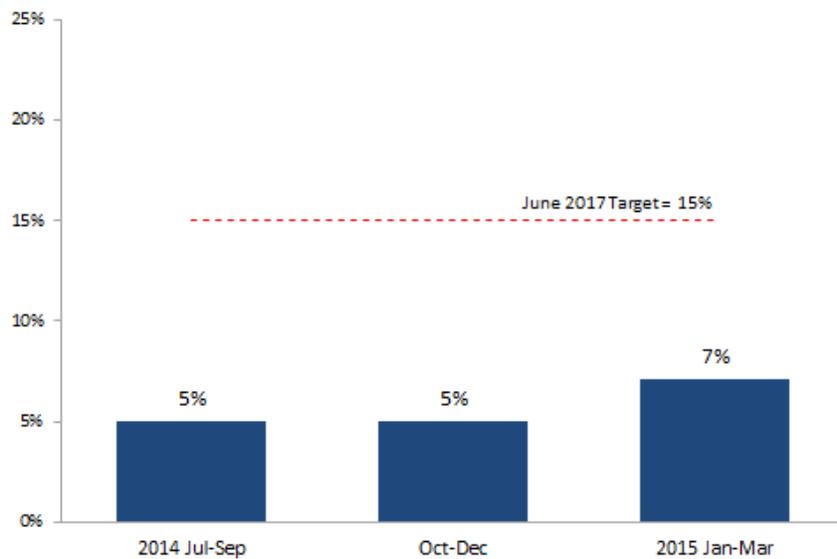
	2012	2013	2014	2015
1.2.4 Eligible youth matched with mentors				New in 15-17 plan YELLOW

Action Plan:

- Educate all Juvenile Rehabilitation (RA) staff and all JR youth on what mentor programs are available.
- Increase youth matches with mentors. Reentry and transition team meetings will include identification of mentor match.
- Develop community partners in key areas where youth release.
- Review current mentor model and identify ways to increase the numbers of youth served with current resources.
- Create a comprehensive Mentor Program Manual and Quality Assurance Plan.



Chart 1.2.4 Eligible youth matched to a mentor



2. Services for Juvenile Offenders Are Evidence Based

Strategic Objective 2.1: Improve the quality of evidence-based practices provided in the juvenile justice system.

Importance: Washington state’s Juvenile Justice continuum is nationally recognized for providing evidenced- and research-based treatment to youth in both the county and state juvenile justice programs. The positive impact of these programs in youth and families’ lives occurs only when the model is adhered to. Providing quality evidence- and research-based practices to youth is critical for a constructive and long-lasting impact and to reduce the likelihood of future crime.

Success Measure 2.1.1: Increase environmental adherence scores in the residential treatment model (Dialectical Behavior Therapy) from 2.08 in June 2015 to 2.30 by July 2017.

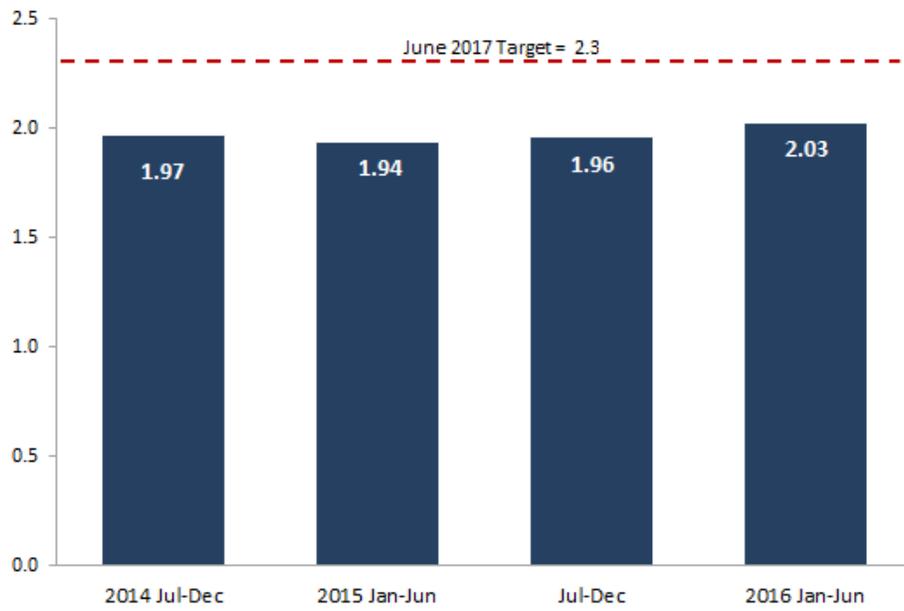
		2012	2013	2014	2015
2.1.1	Evidence-based practices adhere to model in juvenile rehabilitation				New in 15-17 plan YELLOW

Action Plan:

- Increase environmental adherence training of case managers.
- Obtain consultation and support from model experts after each quality assurance observation or visit. This would include the supervisor, program manager and associate or community facility administrator.
- Set new goals in living unit teams for each six month review cycle based on environmental adherence sub-measure scores.
- Use consultants and DBT local experts to solve fidelity problems.



Chart 2.1.1 Environmental adherence scores



Note: Scores are on a scale of zero to three, with three fully adherent.

3. Services for Juvenile Offenders Focus on Employment

Strategic Objective 3.1: 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 when they return to community living significantly improves their ability to be safe, contributing and fully engaged community members.

Success Measure 3.1.1: Increase the percentage of youth enrolled in vocational training from 45 percent in April 2015 to 50 percent by July 2017.

	2012	2013	2014	2015
3.1.1 Juvenile rehabilitation vocational training	RED	↑ YELLOW	GREEN	↑ YELLOW

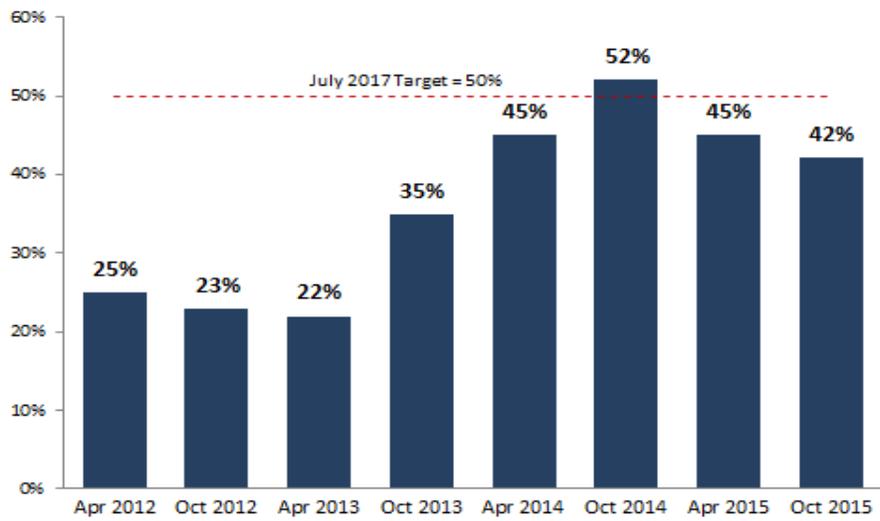
Action Plan:

- Partner with DVR, Tribes, Workforce Development Councils, Employment Security, State Board of Community and Technical Colleges, Department of Labor, State Apprenticeship and Training Council, community-based vocational training programs, work-based learning programs and the business community to improve youth employment. JR will build on successful models like the JR Manufacturing Academy and expand relationships with Job Corps and other similar programs.
- Implement employment pathway strategies for youth that begins while they are in the JR facility and connects to businesses and jobs after release.
- Develop additional on-campus employment opportunities--such as apprenticeships, internships, work-based learning experiences, and work-centered volunteer programs--explore work opportunities off campus and obtain access to online vocational assessments and training.
- Evaluate proposals for new vocational and trade certification programs, particularly for youth with special needs, and identify partners for their implementation.





Chart 3.1.1 Percent of youth enrolled in vocational training programs



4. Services for Juvenile Offenders Focused on Education

Strategic Objective 4.1: Youth in JR will improve their academic status while in care.

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

Success Measure 4.1.1: Increase the percentage of youth served by Juvenile Rehabilitation for over six months whose test scores increased from 54% in June 2015 to 57% in July 2017 for math and from 47% in June 2015 to 51% in July 2017 in reading between admission and discharge.

		2012	2013	2014	2015
4.1.1	Juvenile rehabilitation academic development	↑ YELLOW	↑ YELLOW	↑ YELLOW	↑ YELLOW

Action Plan:

- Work in partnership with educational systems, educational advocates and other state agencies to foster student educational readiness and promote stable living situations for students to improve academic success.
- Focus on increasing student school success with a specific focus on improving math and reading skills, completing credits toward their high school diploma, credit retrieval efforts and increasing their motivation and re-engagement with the education system.
- Develop individual academic and vocational education plans prior to release.

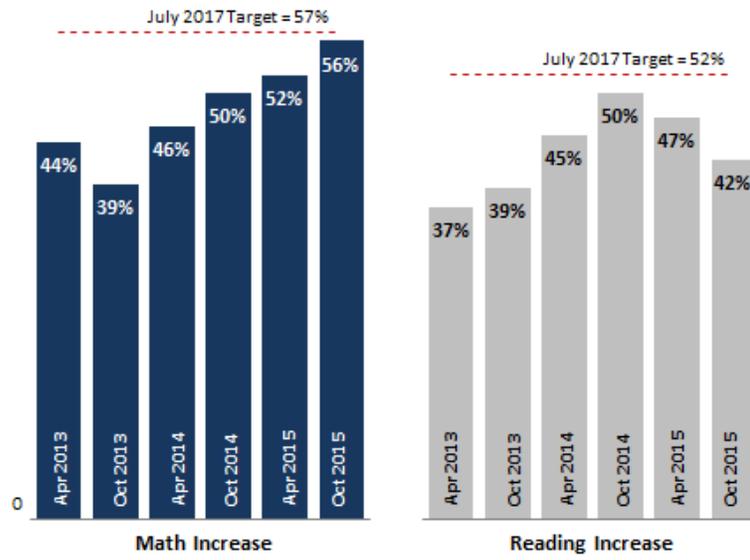


- Engage school professionals in the Re-entry Team Meetings with youth and families to jointly support the transition of youth to the community and represent their academic and behavioral achievements to the school the student will attend.
- Increase family and staff access to Skyward and electronic records for students in JR schools in order to support academic success and positive school transitions.
- Continue to identify and foster local partnerships with other educational entities, such as community colleges, to provide opportunities for students to pursue post-secondary education.



Chart 4.1.1 Test score increases in math and reading

Fiscal semester



5. Provide Successful Vocational Rehabilitation

Strategic Objective 5.1: Provide effective vocational rehabilitation services which support individuals with disabilities engagement in Washington’s labor force.

Importance: DVR services support Governor Inslee’s Results Washington Goal 2: Prosperous Economy, Thriving Washingtonians. As a core program of Washington’s workforce development system, DVR promotes a more prosperous Washington through a dual-customer model, serving individuals with disabilities and Washington’s businesses. DVR provides Washingtonians with disabilities individualized assessment, training, counseling, support, and job seeker services. These services are customer-driven and consistent with individuals’ unique strengths, abilities, interests, and informed choice. DVR’s business-facing services provide training, resources, and supports. Through business engagement, DVR and its partners work to close skill gaps, strengthen and diversify the workforce, and expand opportunities for Washingtonians with disabilities.

Success Measure 5.1.1: Increase the rehabilitation success rate⁴ of DVR participants from 63 percent in June 2015 to 65.1 percent in July 2017.

		2012	2013	2014	2015
5.1.1	Vocational rehabilitation success rate				New in 15-17 plan YELLOW

Action Plan:

- Provide timely, customer-driven, and individualized services that empower individuals living with disabilities to achieve employment outcomes that match with their talents, skills, abilities, and interests.
- Continue to plan, coordinate and lead implementation activities of *Talent and Prosperity for All*, Washington’s workforce development plan, collaborating with other core workforce development programs to ensure that workforce development services meet the needs of businesses, support economic growth, and advance the prosperity and labor force engagement of Washingtonians living with disabilities.
- Build local, state, regional, and national partnerships with public and private employers, employment advocates, business leaders, talent acquisition employer representatives, and



⁴ **Rehabilitation success rate** is defined as the percent of individuals with closed cases who achieved successful employment.



social service partners to advance opportunities for individuals with disabilities to rapidly obtain employment, including supported employment.

- Provide Washington businesses training and technical assistance regarding the employment of individuals with disabilities, disability awareness, the requirements of the Americans with Disabilities Act, workplace accommodations, assistive technology, and facilities access. Prioritize businesses with federal contracts, as these contracts require the employment of individuals with disabilities under Section 503 of the Rehabilitation Act.
- Continue collaborative efforts with local Workforce Development Councils to implement regional industry sector strategies. These strategies link job seekers to training programs and high-demand jobs, based on local industry-specific labor market demand.
- Establish performance management and accountability processes for forthcoming federal metrics that measure VR services to businesses. The metrics are expected in June 2017.
- Provide support from the DVR business services team to improve service delivery for participants conducting self-directed job searches, such as the Talent Acquisition Portal.
- Renew Memoranda of Understanding with the eight (8) federally funded Tribal VR programs after final publication of the new federal Workforce Innovation and Opportunities Act's (WIOA) Codes of Federal Regulations. Ensure these memoranda fulfill all applicable legal requirements and clearly outline how American Indians living with disabilities can engage both Tribal VR and DVR services.
- Expand DVR's career preparation workshop services for groups (i.e. WorkStrides, Dependable Strengths, and Soft Skills) statewide and conduct ongoing evaluation and continuous improvement of these programs to ensure high performance and impact.
- Use Lean, continuous improvement and evaluation strategies to improve the quality and consistency of service delivery statewide.
- Implement findings of the Community Rehabilitation Program (CRP) Cost Study to improve the quality and sustainability of CRP services and DVR-CRP partnerships.
- Enhance the Supported Employment program by strengthening partnerships with the DSHS Developmental Disabilities Administration, county developmental disabilities programs, and Behavioral Health Organizations.
- Continue to sponsor at least one (1) major employer community event in each DVR area.
- Continue work with the Governor's Disability Employment Task Force to improve state employment outcomes for individuals with disabilities.



Chart 5.1.1. Percent of program participants who are successfully rehabilitated, achieving an employment outcome



Success Measure 5.1.2: Increase the percentage of customers who are students with disabilities exiting Washington schools with an Individual Plan for Employment (IPE) from 67 percent in June 2015 to 90 percent by July 2017.

	2012	2013	2014	2015
5.1.2 Vocational rehabilitation student preparedness plans	RED	RED	RED	YELLOW

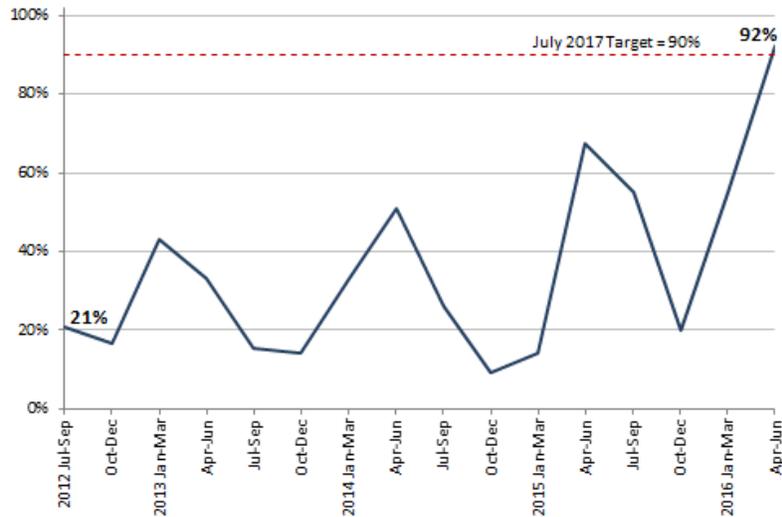
Action Plan:

- Implement new Pre-employment Transition Services (PETS) for students with disabilities as defined by the Workforce Innovation and Opportunity Act (WIOA). These PETS will be offered to students with disabilities through required coordination with local education authorities and the Office of the Superintendent of Public Instruction (OSPI). These required services include:
 - Job exploration counseling
 - Work-based learning experiences
 - Counseling on opportunities for enrollment in comprehensive transition or postsecondary educational programs
 - Workplace readiness training to develop social skills and independent living
 - Instruction in self-advocacy
- Develop new agreements with the OSPI and Washington’s nine Educational Service Districts, as required under WIOA, to ensure the provision of coordinated PETS to all students with disabilities.



- Implement new service delivery infrastructure, in accordance with national best practices, to ensure Washington’s students with disabilities and their families have access to state-of-the-art services.
- Review data and determine if the low percentages are due to insufficient services or an artifact of the time of year since most student leave schools in June. This analysis may result in data reporting changes that more accurately reflect the true services being provided.

Chart 5.1.2 Percent of DVR customers who are students with disabilities who exit high school with an active IPE



Strategic Objective 5.2: All JR youth will participate in Vocational Rehabilitation’s eligibility determination process. VR pre-employment transition services will be available to JR youth who are potentially eligible or eligible for services and all JR youth determined eligible and willing to participate will receive VR services to support their employment goals as selected.

Importance: The prevalence of youth with disabilities in JR is high. Approximately 50 percent of all JR youth have an Individualized Education Program (IEP), indicating a qualified level of disability that is much higher than the average 14 percent of youth with IEPs in traditional Washington public schools. Youth may also have other disabilities not identified. Supporting the engagement of youth in employment services provides them with a new avenue of rehabilitation and meaningful employment in their community upon re-entry.



Success Measure 5.2.1.a: Increase the percentage of potentially eligible JR youth with disabilities who participate in Pre-employment Transition Services from 0 percent in June 2015 to 100 percent in July 2017.

	2012	2013	2014	2015
5.2.1.a Vocational rehabilitation services for youth in JR				New in 15-17 plan RED

Charts for 5.2.1.a will be developed once the data is available

Success Measure 5.2.1.b: Increase the percentage of JR youth with disabilities who participated in VR orientation who receive individualized VR services from 8 percent in September 2015 to 50 percent in July 2017.

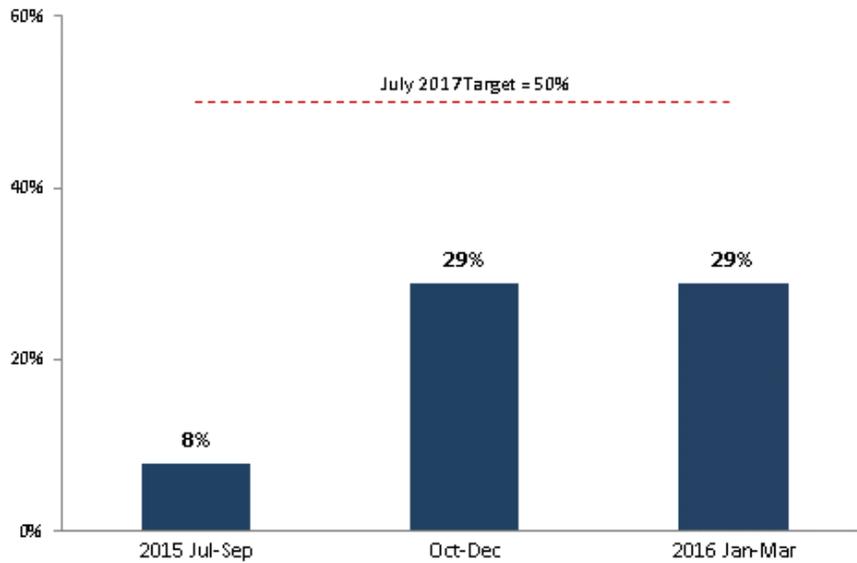
	2012	2013	2014	2015
5.2.1.b Vocational rehabilitation services received				New in 15-17 plan RED

Action Plan:

- Continue to implement cross-system collaboration between JR and DVR to assist youth with disabilities who are re-entering the community with gainful employment.
- Update DVR-JR Intra-Administration Agreement to reflect an enhanced screening, referral and application process based on first year’s implementation and lessons learned.
- Use online JR-DVR referral training for designated staff.
- Deploy a module in the JR client database (ACT) to support data collection so JR-DVR screening, referral, orientation and application completion can be monitored.
- DVR will document JR referral source in the VR case management system in order to produce longer term outcome reports related to youth who receive DVR services.
- Incorporate IEP and special education designations into JR client tracking system through a new data sharing agreement with the Office of Superintendent of Public Instruction (OSPI).
- Identify creative strategies for outreach and engagement of youth into vocational rehabilitation services for future implementation.
- Implement continuous improvement of the referral, intake, services and engagement process.
- Develop communication materials highlighting the benefits of DVR services for JR youth, their families and staff.
- Develop and implement My Journey Out Beyond (MyJOB) Program Pre-Employment Transition Services to ensure job readiness and placement have been obtained.
- Review, evaluate, and revise MyJOB Program (PETS-WIOA) to ensure job readiness and placement are obtained.



Chart 5.2.1.b Percent of JR youth with disabilities who have received individualized VR services



Strategic Objective 5.3: DVR services will be efficient, effective, and will exceed customers' expectations. These services will support meaningful labor market engagement, promoting customers' self-sufficiency, independence, and self-actualization.

Importance:

Individuals with disabilities are a valuable and underutilized sector of Washington's workforce. As a core workforce development program, DVR will continue to provide both vocational rehabilitation services to customers as well as training services to Washington businesses. Efficient, effective, and exceptional services support DVR customers in achieving high-quality career goals.

DVR customers will pursue a wider range of high-wage and high-demand jobs, as DVR expands its core role within workforce development industry sector strategies. Engagement in high-wage and high-demand occupations leads to higher earnings, greater financial independence, and better quality of life.

DVR is committed to effective and efficient customer service. DVR will strive to capture customers' initial momentum by ensuring greater percentages of Individual Plans for Employment (IPEs) are determined within 90 days of eligibility determination.

Most importantly, DVR deeply values customers and their experiences. Therefore, DVR will target and plan for higher customer satisfaction rates.



Success Measure 5.3.1: Increase the percentage of IPEs developed within federal timeliness standards from 48.8 percent in June 2015 to 90 percent by July 2017.

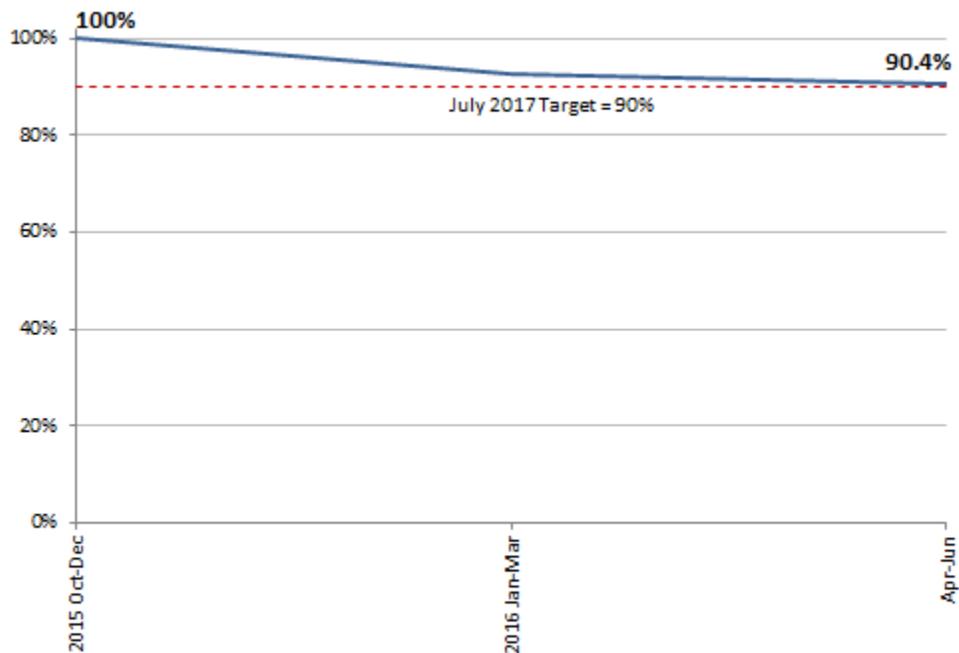
		2012	2013	2014	2015
5.3.1	Vocational rehabilitation plans developed within federal timeliness standards				New in 15-17 plan GREEN

Action Plan:

- Conduct on-going case reviews, at the office and state levels, to evaluate the timeliness and quality of assessment and plan development. Office level case review findings will be used by DVR supervisors as part of on-going supervision and coaching. State level case review findings will be disseminated to all staff and will include detailed analyses of performance challenges and emerging best practices.
- Monitor the newly implemented Case Management Review module which facilitates case reviews, coaching, and performance improvement at the office level.
- Continue implementation of new staff performance expectations (the “60/90 measures”), including on-going performance monitoring at all organizational levels.
- Develop new Customer Service Manual guidance describing assessment and plan development expectations and best practices.
- Continue to provide training and guidance to field staff regarding the newly implemented vocational assessment process.
- Further review associated data and conduct root cause analysis to determine any action needed to improve IPE development for customers.



Chart 5.3.1. Percent of IPEs developed within federal timeliness standards of customers' eligibility determination dates



Success Measure 5.3.2: Increase customer satisfaction rates from 71.7 percent in June 2015 to 90 percent by July 2017.

	2012	2013	2014	2015
5.3.2 Vocational rehabilitation customer satisfaction	↑ YELLOW	YELLOW	YELLOW	YELLOW

Action Plan:

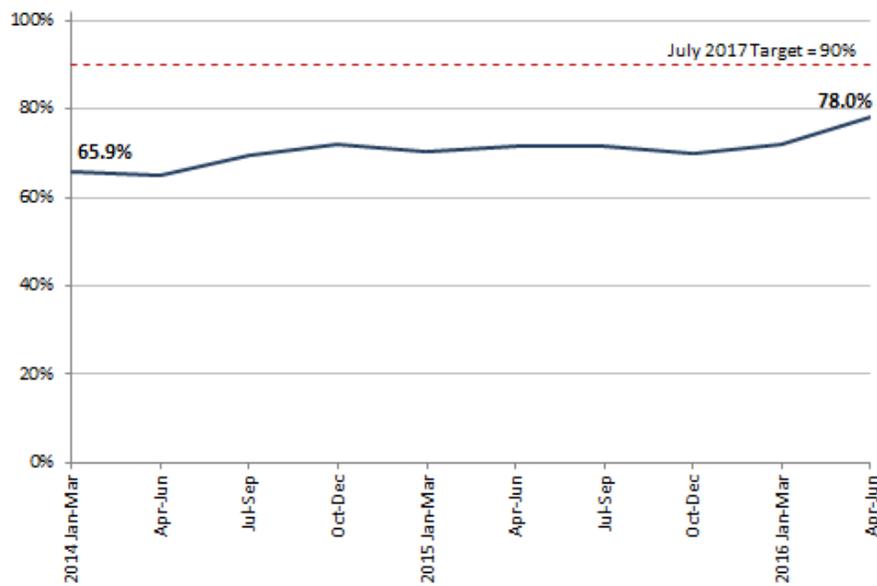
- Explore practices and strategies which increase the amount of time customers spend with their counselors. 2014 Comprehensive Statewide Needs Assessment findings indicate that both DVR staff and customers believe that services can be improved through more counselor-customer interaction.
- Strategically market DVR programs and services to a wider range of businesses, in partnership with Washington’s Workforce Development Councils. These DVR-business partnerships will be leveraged to expand the businesses, industry sectors, professional fields, and job positions targeted by DVR participants.
- Continue to implement evidence-based and emerging best practices which meet customers’ needs and exceed expectations. Support this implementation through on-going professional development and in-service training activities for DVR field staff which promote the mastery and employee engagement.
- Develop and implement new Customer Satisfaction Surveys, in collaboration with the Washington state Rehabilitation Council.



- Conduct ongoing analysis of Customer Satisfaction Survey findings, allowing both partner organizations to better understand DVR participants' experiences and target areas for improvement.
- Embed Customer Satisfaction Survey findings in future Comprehensive Statewide Needs Assessments.



Chart 5.3.2 Vocational rehabilitation customer satisfaction rates



Success Measure 5.3.3: Increase the percentage of rehabilitated customers who earn at or above the state median wage from 4.1 percent in June 2015 to 5.6 percent in July 2017.

	2012	2013	2014	2015
5.3.3 Vocational rehabilitation wage progression	RED	RED	RED	↑ RED

Action Plan:

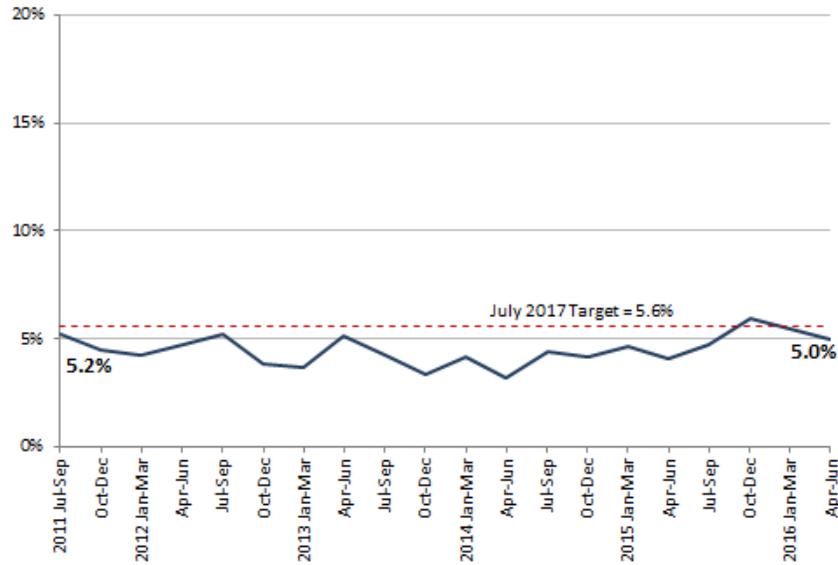
- Continue collaborative efforts with other workforce development systems core programs to implement regional and sector strategies that provide the skilled workforce needed by businesses. Expand employment and career advancement opportunities for individuals with disabilities in high demand industry sectors.
- Establish performance management and accountability processes on forthcoming federal metrics that measure VR services to businesses.
- Develop new Customer Service Manual guidance, in accordance with the Median Wage A3 Action Plan, that is used consistently statewide. Ensure it is accessible to staff with diverse abilities and learning styles, and clearly defines how staff supports the customers seeking median wage employment.
- Implement a revised performance management system that is consistent with the performance and accountability standards of the Workforce Innovation and Opportunity Act and offer incentives for staff performance consistent with median wage outcomes.
- Develop and implement new communication platforms that more meaningfully engage staff in collaboration, consultation and the statewide implementation of effective practices.
- Develop and implement new competency-based staff trainings that address specific performance challenges and ensure consistent, statewide interpretation and use of DVR’s policies and practices.
- Implement new policies, practices and trainings that support customer-driven IPEs, complete with substantive labor market analyses and individualized career exploration activities.
- Improve current labor market analyses and career exploration activities by using a standardized toolkit for staff and customers.
- Promote quality and consistency in comprehensive vocational assessments by providing staff with a toolkit on standardized, effective and efficient labor market and career exploration practices.
- Collaborate with businesses to expand work-based learning experiences develop new opportunities for pre-employment transition services, recruit qualified applicants, train employees and promote awareness of



disability-related obstacles to continued employment.

- Provide consultation, technical assistance and support to higher wage employers on workplace accommodations, assistive technology and facilities access.

Chart 5.3.3. Percent of DVR participants who achieve employment at state median wage or higher



See analysis and plan at: [RA A-3 Action Plan 5.3.3 – Median Wage Income](#)



6. SCC Provides Effective Rehabilitation for Civilly Committed Adults

Strategic Objective 6.1: Increase public safety through provision of coordinated rehabilitative services to residents at SCC.

Importance: SCC residents are best prepared for successful community transition and re-entry when they are offered and voluntarily accept rehabilitative services. Connecting treatment participation and employment provides residents with hope and a greater likelihood of achieving a successful transition to the community.

Success Measure 6.1.1: Increase the percentage of individuals participating in treatment from 45 percent in June 2014 to 50 percent by July 2017.

	2012	2013	2014	2015
6.1.1 Special Commitment Center treatment participation	YELLOW	↑ YELLOW	GREEN	GREEN



Action Plan:

- Continue to identify additional strategies for providing information to residents who are contemplating participation in treatment, including a link to employment. Outreach will be provided to residents who do not usually communicate with clinical staff around the benefits of treatment. SCC managers and staff will identify how their work supports residents' rehabilitation.
- Develop employee competencies to fully implement a Token Economy with targeted SCC special needs residents. Leverage the expertise of a Western State Hospital psychologist for training and, subsequently, provide the opportunity for an SCC employee to become a trainer for the same.
- Work with Department of Corrections (DOC) to identify the value of longer supervision when a resident is preparing to step down from a SCC Secure Community Transition Facility (SCTF). This potential legislative revision would allow for more focused therapeutic intervention while the resident is under the supervision of SCC staff. DOC would be introduced to the resident's community transition team when a resident is preparing for a community placement outside of a SCC SCTF. This



also supports an appropriately longer period of community supervision time from DOC when SCC staff members are not present and the resident is fully integrating into the community.

- Fully staff SCC IT department to increase ability for SCC clinical staff to complete documentation efficiently and prioritize clinical treatment if funded.
- Support additional staff for residents with special needs in order to provide more opportunities for their successful integration into the community and motivation for treatment participation, if funded.
- Expand implementation of Mental Health First Aid training for SCC staff to help treat and stabilize residents to prepare them for sex offender treatment.

Chart 6.1.1 Percent of SCC residents enrolled in treatment



See analysis and plan at: [RA Action Plan 6.1.1 – SCC Movement of Clients between Treatment Phases](#)

Success Measure 6.1.2: Increase the number of treatment hours per week with high acuity residents from 2.5 in June 2014 to 7.0 hours by July 2017.

	2012	2013	2014	2015
6.1.2 Special Commitment Center therapy hours for high acuity residents				New in 15-17 plan RED

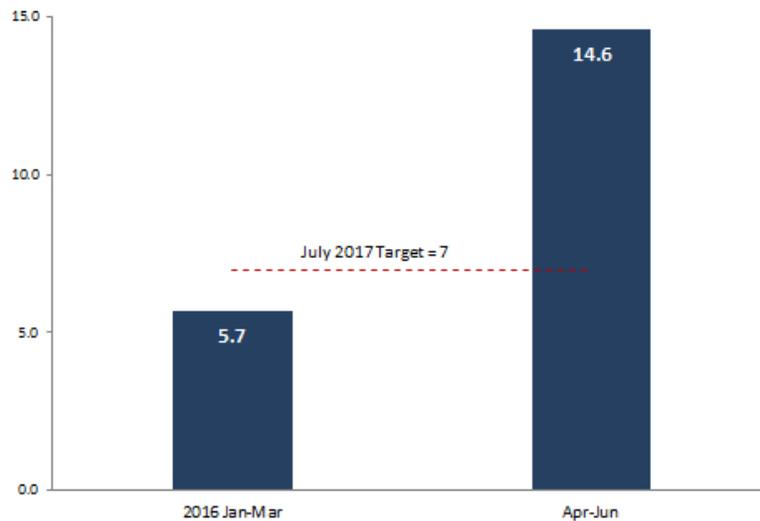
Action Plan:

- Submit funding requests for additional clinical and therapy staff specific to working with residents assessed as “High Acuity” and “Special Needs.”
- Recruit and hire new recreational, occupational, and vocational therapist to provide individual skills in their respective specialty areas.



- Recruit and hire clinical training position to develop the skills of staff, working with the high acuity/ special needs residents
- Recruit and hire psychology associate positions assigned to the high acuity treatment units
- Fully implement the Psychiatric Emergency Response Team approach to dealing with out of control residents.
- Recruit and hire new nursing positions assigned to the high acuity/special needs treatment units to work with acute mental health, disabled, aging, and medically fragile population.
- Recruit and hire new institutional counselor positions skilled to work in the milieu and provide individual behavioral skills coaching.
- Fully implement a program with high acuity/ special needs units which reflects a mental health treatment approach instead of a program oriented to a corrections approach.
- Develop outcome measures which indicate a mental health treatment unit approach such as reduction in the use of seclusion and restraints, client satisfaction surveys, involvement in treatment, and reduction in behavior management incidents, etc.

Chart 6.1.2 Hours of treatment for high acuity residents



7. Other Mission Critical Goals

Strategic Objective 7.1: Maintain a productive, effective organization and maximize the ability to deliver services 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. RA understands the need to promote a continued focus on managing resources wisely to best serve the needs of customers by using data, research and analyses to inform practice, policy and budget decisions and monitor performance.

Success Measure 7.1.1: Increase the percentage of SCC residents who are enrolled in health care delivery programs including Medicaid, Medicare, Veterans Affairs, and Health Care Exchange from 8% in October 2015 to 20% by July 2017.

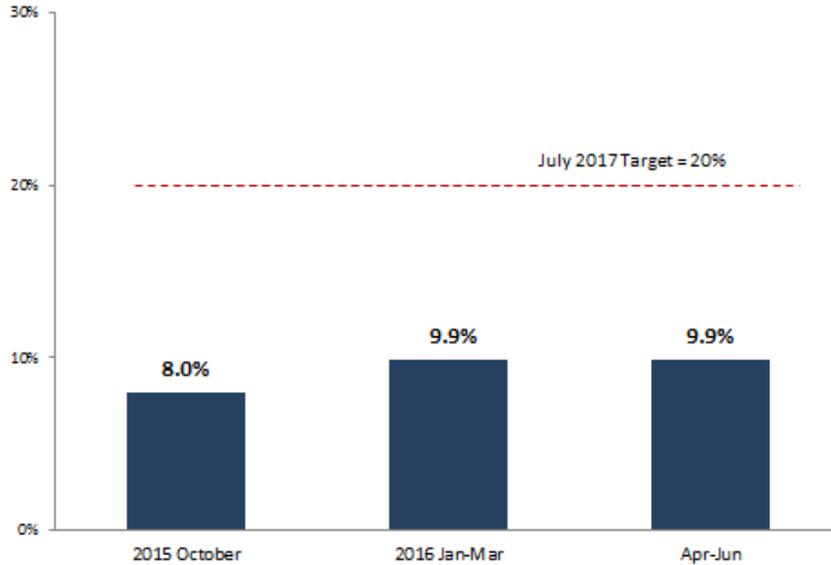
		2012	2013	2014	2015
7.1.1	Special Commitment Center residents enrolled in entitlement programs				New in 15-17 plan RED

Action Plan:

- Review available resident data with a focus on making an initial determination of what programs may be applicable for each person and record their enrollment, i.e.:
 - Department of Veterans Affairs eligibility (Veterans Benefits Administration and Veterans Health Administration)
 - Medicare (age 65 and older)
 - Medicaid (disability/income/other)
- Ensure all Less Restrictive Alternative orders require the named resident to enroll in medical benefits available to him/her.
- Develop, implement and analyze data from a resident survey focused on self-identification of health care registration.
- Request DOC process for medical coverage registration.
- Develop appropriate policy for implementing the registration process and seek concurrence of the Attorney General's Office and Health Care Authority on the policy.
- Develop processes for electronic filing.
- Develop and disseminate resident notices regarding the implementation of the registration process and develop and implement actions for residents who may be resistant.
- Provide opportunities for process evaluation and course correction.



Chart 7.1.1 Percent of SCC residents enrolled in health care delivery programs



Success Measure 7.1.2: Decrease percentage of SCC overtime as a percent of salary expenditures from 14 percent in March 2015 to 11.5 percent by July 2017.

	2012	2013	2014	2015
7.1.2 Special Commitment Center overtime usage				New in 15-17 plan RED

Action Plan:

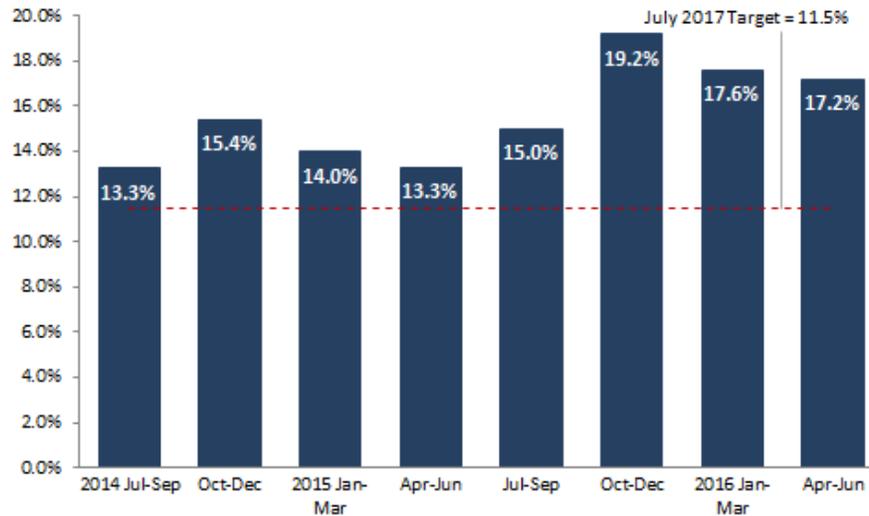
- Fully implement the Project Management Team’s developed overtime reduction plan focusing on the following areas:
 - deficiencies in recruitment/hiring
 - inadequate staff training
 - provisions in the Collective Bargaining Agreements that promote the use of overtime
 - staff retention
 - accountability, and
 - an efficient staffing model.

- The project management team will:
 - Review and revise all policies and procedures in the above listed areas that may impact overtime usage
 - Develop a strategy to fill vacancies
 - Establish a process for training and supporting Supervisors



- Develop an efficient staffing model
- Develop a plan to retain trained staff.

Chart 7.1.2 Percent of SCC overtime as a percent of salary expenditures



Success Measure 7.1.3: Increase safe work environment as demonstrated by decreasing the number of assaults on staff in JR residential facilities from monthly average of 2.2 in FY 2015 to a monthly average of 2.1 in FY 2017.

	2012	2013	2014	2015
7.1.3 Worker safety – in juvenile rehabilitation facilities	YELLOW	YELLOW	YELLOW	YELLOW 

Action Plan:

- Emphasize how evidenced and research-based practices improve safety by improving conflict management and emotional regulation skills. Continue to provide Aggression Replacement Training and Dialectical Behavioral Therapy skills training.
- Develop local experts in treatment and service models for sustainability of model, meeting training requirements, and workforce development opportunities.
- Support a strengths-based foundation of rehabilitation for implementation of treatment and reentry services.



- Invest in ongoing De-escalation with Resistant Youth Training (DWRY) initial and refresher training for both direct care and support staff.
- Implement youth and staff voice models.
- Review Performance-based Standards (PbS) staff climate survey responses around staff fear for safety, use of force, etc. Develop Facility Improvement Plans accordingly.
- Utilize monthly safety meeting reviews of incidents to drive changes.
- Increase knowledge and implementation of best practices with high intensity management units.

Chart 7.1.3 Staff assaults in JR facilities



Note: facility closure and population characteristics impact recent data

Success Measure 7.1.4: Increase the regular review and response to RA programs’ disaggregated reports from ad hoc to quarterly by July 2017.

	2012	2013	2014	2015
7.1.4 RA client reports disaggregated by race and ethnicity	GREEN	GREEN	GREEN	GREEN

Action Plan:

- Increase focus, understanding, and use of client level data through review of disaggregated data by race, ethnicity and gender to understand potential decision points resulting in disparate treatment in planning, access to services, and success or completion rates.
- Include reports run centrally and in each region or facility with significant decision points that impact customers, families and communities.
- Document each quarterly review and actions taken in response.



Chart will be available after first quarter's data is collected from July – September 2016 and may be found in early 2017 in the updated RA Strategic Plan which will be found at <https://www.dshs.wa.gov/>



Success Measure 7.1.5: Increase minority access to Vocational Rehabilitation programs as compared to non-minority access from a ratio of .85 in July 2014 to .96 in July 2017.

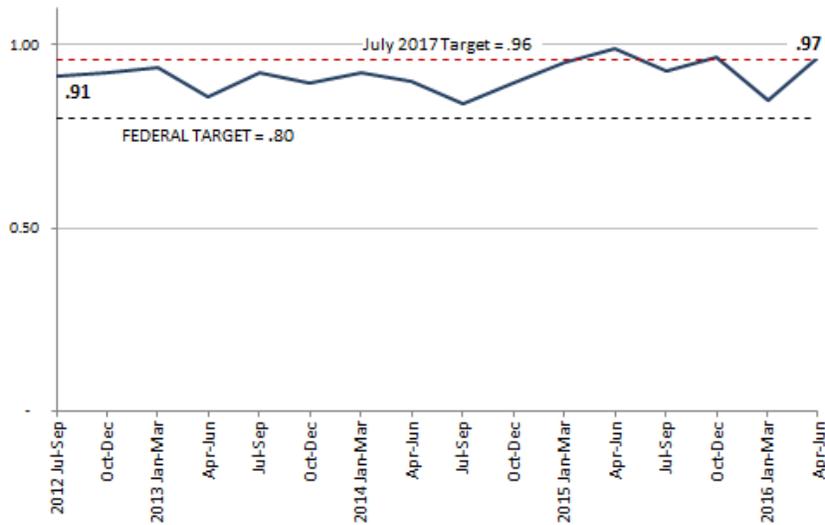
	2012	2013	2014	2015
7.1.5 Equal access to vocational rehabilitation services				New in 15-17 plan GREEN

Action Plan:

- Use the results of the Net Impact Study of Workforce Development Programs and other public Vocational Rehabilitation best practice models to inform how to improve DVR effectiveness in assisting customer to achieve employment outcomes.
- Use and implement the results of the Charting the Course for Vocational Rehabilitation Business Relations to design and implement an effective dual customer service model that benefits RA as a whole.
- Continue targeted outreach to Washington’s Latino community through public service announcements and community events.
- Conduct ongoing evaluation of outreach and service delivery to participants who identify as racial or ethnic minorities and utilize findings for continuous improvement.
- Continue implementation and evaluation of DVR’s Cultural Competence Plan as part of an overall RA initiative, ensuring all DVR customers receive appropriate, relevant, and culturally competent services.



Chart 7.1.5 Ratio of minority access as compared to non-minority access to vocational rehabilitation programs



Strategic Objective 7.2: Increase public safety by addressing disparities that lead to increasing numbers of youth of color in the juvenile justice system.

Importance: Youth of color are overrepresented at every point in the juvenile justice system, including detention (county and state). The total number of youth in the juvenile justice system has declined over time; however, the percentage of youth of color in detention is increasing. These disparities often result in extreme negative consequences, which is the opposite of what we want for our youth, families, schools, businesses and citizenry. Governor Inslee recognizes the importance of addressing the overrepresentation of youth of color in the juvenile justice system, and includes it as a **Results Washington** measure.

Success Measure 7.2.1: Decrease the percentage of African American, Hispanic/Latino and Native American youth (referred to in this measure as Youth of Color) in detention from 46 percent in July 2015 to 41 percent by July 2017.

		2012	2013	2014	2015
7.2.1	Decreasing disproportionate minority contact in juvenile justice				
		YELLOW	↑ YELLOW	↑ YELLOW	YELLOW

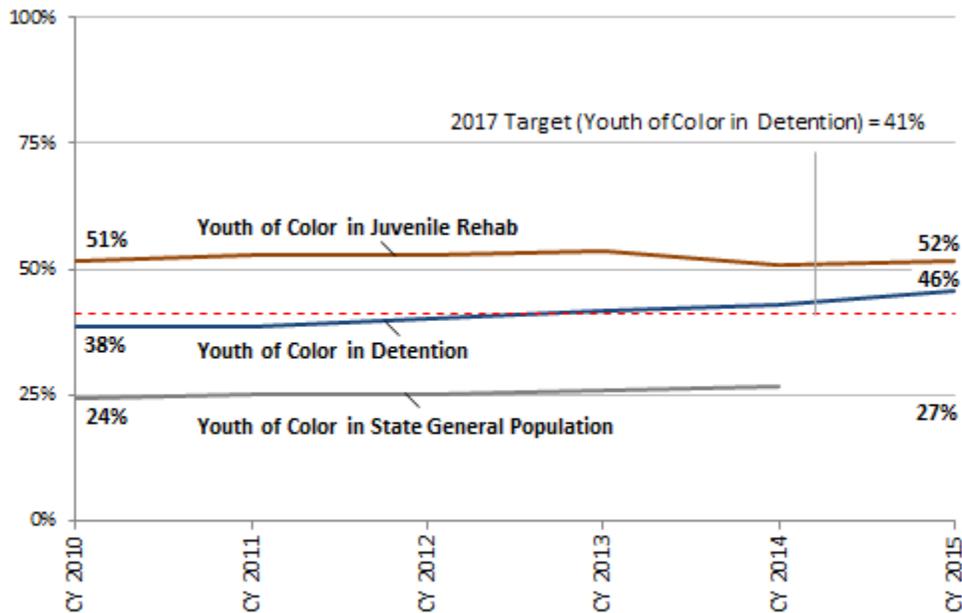
Action Plan:

- Reach out to local jurisdictions and key leadership in major communities of color to encourage development of local initiatives, provide technical assistance, and encourage greater political and community involvement.
- Host a juvenile justice forum to develop recommendations for addressing school discipline and dropout prevention that disproportionately contributes to higher rates of juvenile justice involvement for youth of color.



- Work with counties and juvenile courts to develop more precise plans to reduce Racial and Ethnic Disparities (RED) or Disproportionate Minority Contact (DMC). This will increase awareness and direct action at the county level regarding reducing disparities for youth of color who enter the county juvenile justice system.
- Work in partnership with Tribes and county partners to develop and implement work plans around increased collaboration, and sharing resources at regional levels. The work is defined by contract to take place between 2016 and 2018, and will culminate in the work plan development and implementation.

Chart 7.2.1 Percent of African-American, Hispanic/Latino, and Native American youth in WA population, detention, and JR residents



See analysis and plan at: [RA Action Plan 7.2.1 – Youth of Color in Detention](#)

Strategic Objective 7.3: Recruit, develop and retain an informed, 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 RA. An engaged and motivated workforce ensures greater retention of staff, development of future leaders within the organization and improves customer service and customer relationships.



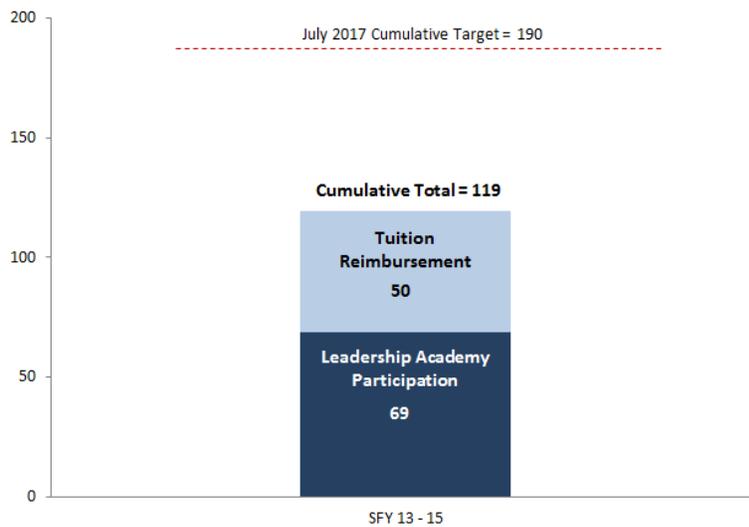
Success Measure 7.3.1: Increase the cumulative number of staff who participate in the RA leadership academy or receive tuition reimbursement from 119 at the end of SFY 13-15 to 190 at the end of SFY 17.

		2012	2013	2014	2015
7.3.1	RA staff participation in professional development				New in 15-17 plan GREEN

Action Plan:

- Inform all RA staff about the Leadership Academy and tuition reimbursement at new employee orientations.
- Develop flyers with information about staff development programs and have readily available in work settings on intranet pages.
- Actively promote the Leadership Academy for supervisors and staff at each local office and facility.
- Address backfill needs to support attendance at leadership academy, particularly at smaller residential facilities.
- Improve coordination of all mandatory training in order to promote attendance at leadership academy.
- Utilize proposals from former leadership academy influencer projects, showcase results and impact.
- Increase promotional materials for tuition reimbursement.

Chart 7.3.1 RA staff participating in professional development



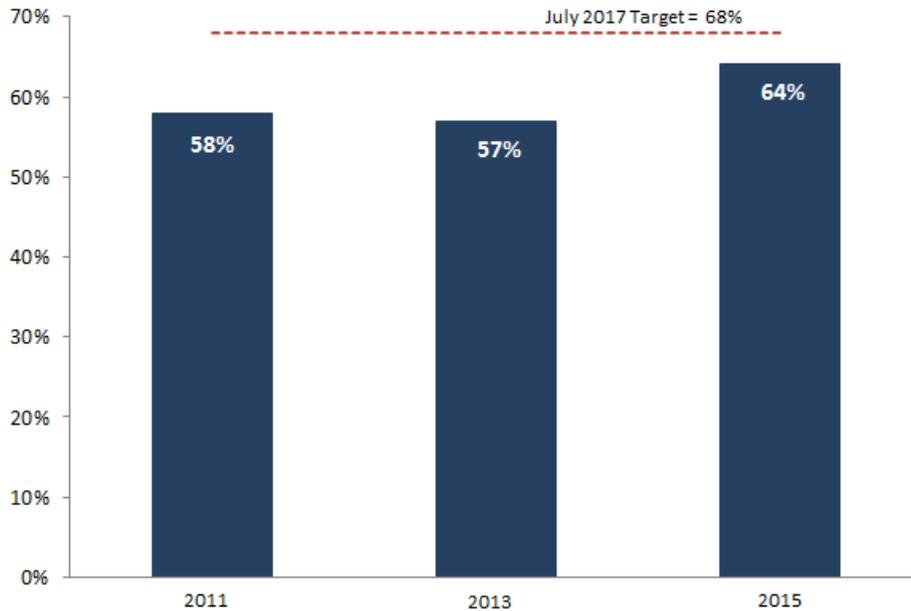
Success Measure 7.3.2: Increase satisfaction level of staff as expressed on the employee survey question “In general, I’m satisfied with my job” from 58 percent in 2011 to 68 percent by July 2017.

	2012	2013	2014	2015
7.3.2 RA staff job satisfaction				New in 15-17 plan ↑ YELLOW

Action Plan:

- Support implementation of Excellence training for supervisors and implementation of Excellence plans for all managers across the administration.
- Implement performance management training for supervisors and develop score cards from field staff to have ownership in goals and to report on improvements.
- Implement staff wellness plans.
- Increase cross-system collaboration and communication in RA.
- Review RA Employee survey results by area, highlight strengths and concerns, and develop local and administration action and communication plans.
- Conduct and document exit interviews to extent possible and review data regularly.
- Explore models and enhance new employee orientation to include competency-based training.

Chart 7.3.2 RA employee satisfaction





Success Measure 7.3.3: Increase the workforce diversity measures with an action plan by RA Divisions to a cumulative total of 4 by July 2017.

		2012	2013	2014	2015
7.3.3	RA workforce diversity				New in 15-17 plan YELLOW

Chart to be developed by November 2016

Action Plan:

- Rehabilitation Administration will work with the Special Commitment Center and Division of Vocational Rehabilitation to identify a specific area of need with respect to Equity, Diversity, and Inclusion. A measure will be developed for both programs and tracked quarterly. Measures will be placed into the plan with appropriate action items by November of 2016.



Organizational Chart

Department of Social and Health Services Rehabilitation Administration

