



Performance Based Standards

2013 Year End Report

Overview

Performance-based Standards (PbS) for Youth Correction, Assessment and Detention Facilities is a system for agencies and facilities to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome measures. PbS was launched in 1995 by the US Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (OJJDP) to improve the “deplorable” conditions reported by the 1994 Conditions of Confinement study of 1,000 secure facilities. Directed by the Council of Juvenile Correctional Administrators (CJCA) with technical assistance from New Amsterdam Consulting, PbS asks participants to collect and analyze data to target specific areas for improvement.

The PbS Cycle

The PbS cycle has three parts:

- Data Collection
- Site Report and Analysis
- Facility Improvement Plans

PbS' cycle is modeled on the business quality assurance processes, current government emphasis on performance measurement and the philosophy and principles of learning organizations. Its goal is to use data to improve, manage, demonstrate effectiveness, show accountability and drive decision-making.



Data collection

So where does the information come from? Each participating site is required to gather information and enter it into the PbS web portal during the data collection periods of each year.



Site Report and Analysis

Shortly after the PbS data collection period ends, participants receive a draft Site Report that asks site coordinators to verify the data entered. Any concerns or possible discrepancies are discussed and addressed through technical assistance by PbS Li staff members. Shortly thereafter, the final Site Report is available for review and analysis



Facility Improvement Plan (FIP)

PbS FIP is the tool that takes the PbS data and turns it into a continuous improvement process. The FIP is the document that identifies the specific outcome measures you want to improve and is used as the action and monitoring plan. (See Appendix F for The Lake Wobegone Facility)



The PbS team is responsible for developing and updating the FIP. Each component along with specific action steps are then entered into the website. The PbS website includes areas for review comments related to the FIP by facility administrators, agency directors and the assigned PbS coach.

The Goals of PBS

- Develop a set of standards that individual facilities should strive to meet.
- Create tools to help facilities attain these goals through regular self-assessment and self-improvement.
- Allow facilities to evaluate their performance over time and in comparison to other facilities nationwide.
- Promote effective practices and help facilities support each other.

In 1997 The North Dakota Youth Correctional Center began piloting PbS as an objective method of analyzing best practices within the treatment component of the facility. In 2009 the Youth Detention Center (YDC) as well as the Youth Assessment Center (YAC) were added to this assessment program. This report identifies the PbS goals, documents the progress of all three facilities within the last year and outlines the new Facility Improvement Plans that have been established for the next collection period. PbS tracks 9 Outcome Measure groups consisting of 106 individual measures. The primary focus of this report is the Critical Outcome Measures. These are the measures that directly involve safety and security.

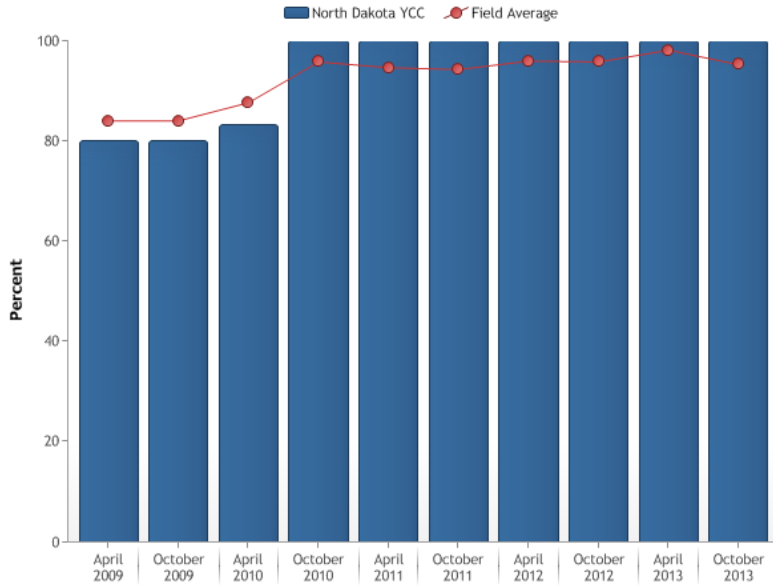
Intake Screening

Significant amounts of research have helped to inform best practices for the safety and security of youth while in facilities. When youth enter a facility, one of the most vital times to assess them for risk is at entry. Performance Based Standards looks at the first hour of the intake process for all new residents to ensure that appropriate screening tools are used in a timely manner and that the information is passed on during their time in the facility.

In 2010 a Facility Improvement Plan was written to ensure that the intake process was effective and done within the first hour of entry into the program. The first step was to provide the staff, who administer the tools, with the necessary information they needed to understand the purpose behind the screenings. Once the staff understood the purpose an effective data collection and storage system was put in place. A series of checks and balances were implemented, several levels of supervision for various departments became able to review and utilize the intake information. Initially the process went well, though there were struggles with documentation. Since 2012 YCC, YDC and YAC has maintained close to 100% efficiency in the intake process. This has allowed all three facilities to provide more timely and effective care as well as make sure that they are safe as soon as they enter the facility.

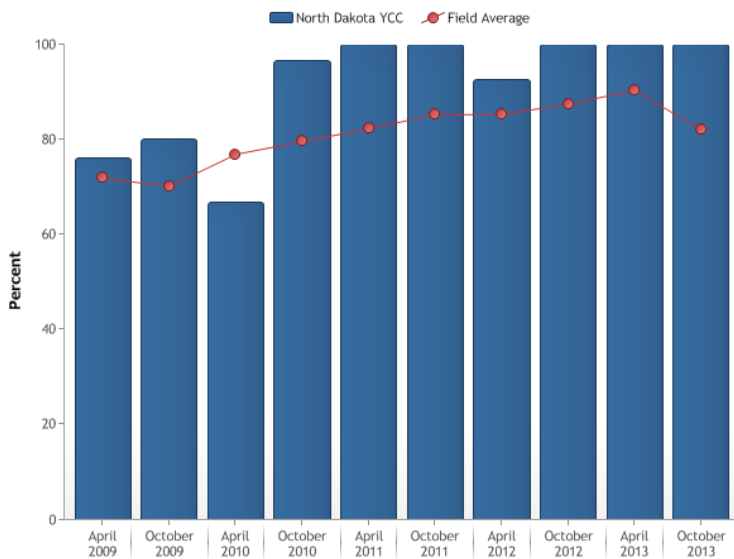
Health 01

Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.



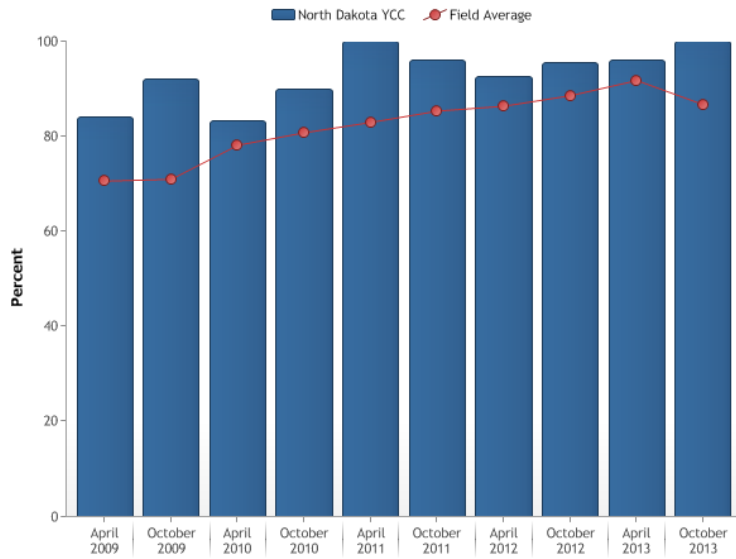
Health 02

Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.



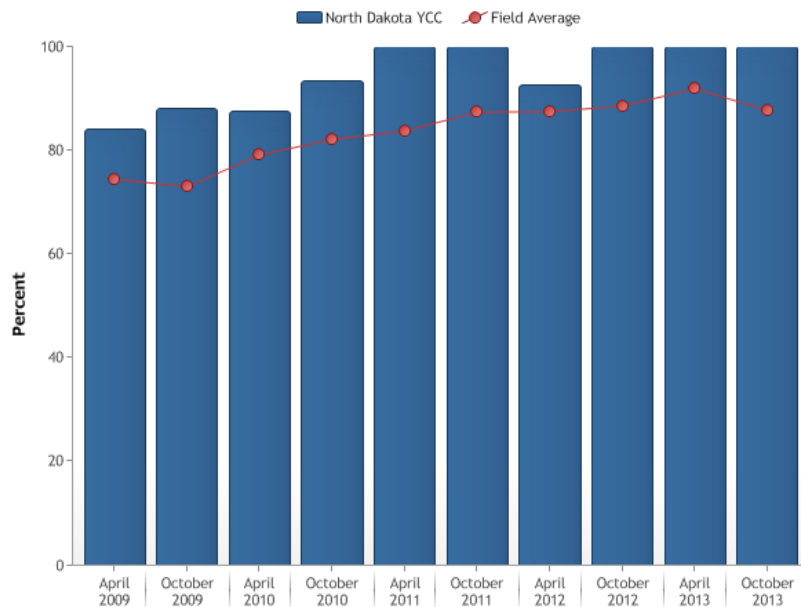
Health 03

Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.



Health 04

Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.



Room Confinement

Performance Based Standards measures room confinement in many different ways. The risks it places on the juvenile and the facility in regards to trauma and suicide make it a critical outcome. The data collection in April of 2010, for all three programs, as well as previous collections for YCC alone, have indicated an over-use of room confinement in comparison to national averages. The measurements that PbS uses are the amount of time that juveniles are placed in their room in increments of over 4, and over 8 hours, as well as the overall total time that juveniles are placed in their rooms.

On July 1st of 2010 the facility developed a comprehensive strategic plan involving YCC, YAC and YDC staff. The goal was to address room confinement and swaddle board usage with the intention that the staff provide ideas and input about how to create a better living environment with more appropriate services for the juveniles at the facility. The strategic plan was implemented on January 10th 2011. Over the last 4 years there have been significant improvements in the reduction of room confinement and the Facility Improvement Plan(FIP) has allowed for sustainability within the institutions. Due to the success of the (FIP) YAC was nominated and won the Barbara Allen Hagan Award.

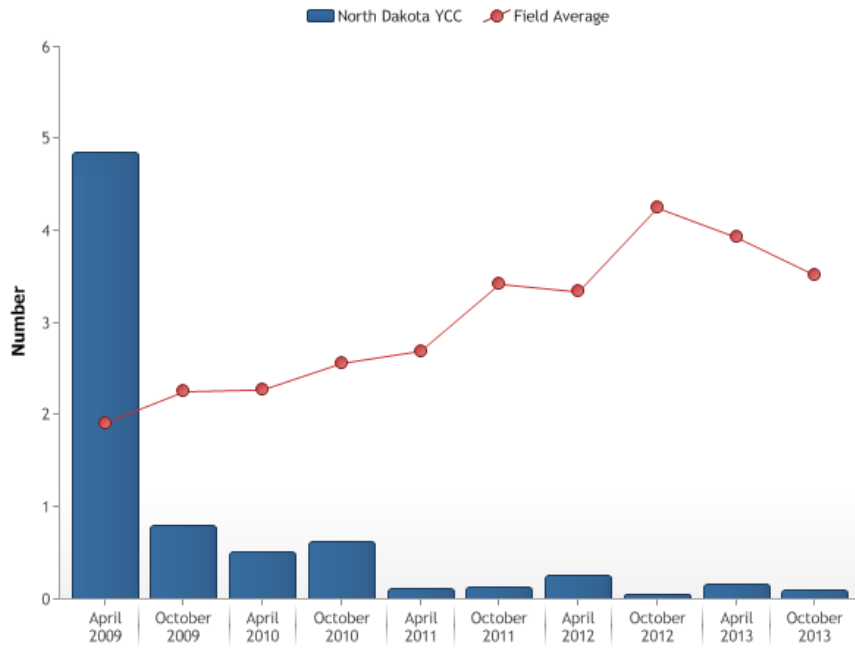
The Barbara Allen Hagan Award is a nationally recognized award that was established in 2007 and recognizes outstanding and exemplary implementation of PbS, demonstrated through improvements in facility practices and outcomes. The award is given annually to one detention, one correction and one assessment facility that participates In Performance Based Standards.

YCC was one of three facilities chosen out of 32 applicants in 16 states that best exemplify the PbS underlying principles supported by Ms. Allen-Hagen that facilities provide safe environments for youths and staff that are conducive to learning and changing behavior; and staff and managers treat all youths coming into the facility as if the next child to be admitted was one of their own.

Not only did YCC, YAC and YDC reduce the amount of confinement below the national average, all three sites have consistently kept all youth from being confined for more that 4 hour intervals.

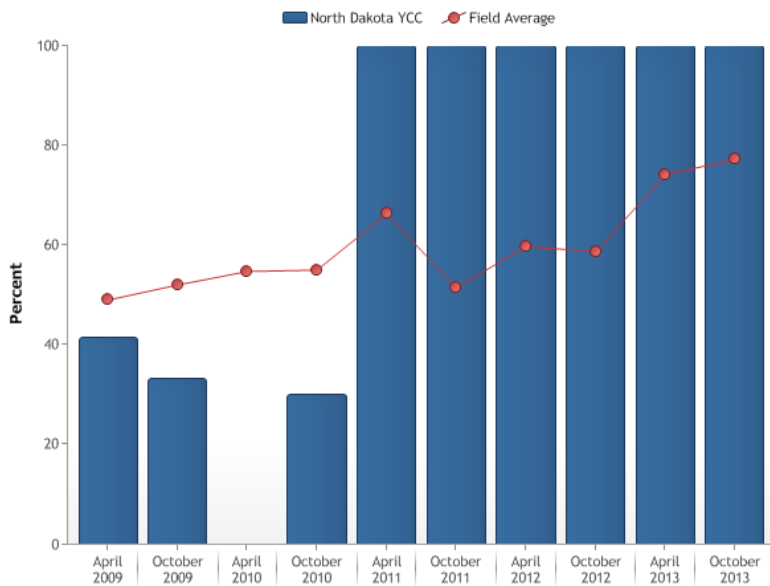
Order 08

Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.



Order 10

Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.



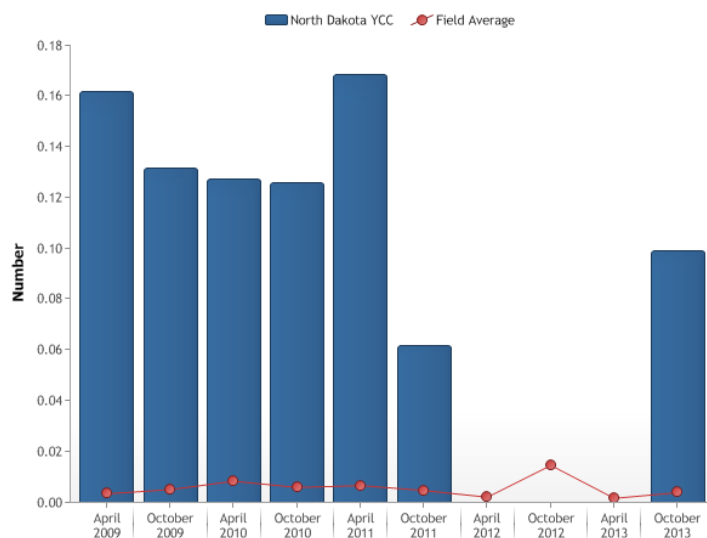
Restraints

Performance Based Standards looks at physical restraints, mechanical restraints and restraint beds and chairs. All three of the facilities on campus primarily use restraint beds. Because of the potential for injury to staff and youth as well as the risk of psychological trauma, it is recognized as a critical measure. In previous data collections, due to the above average number of restraints the three facilities were involved in, it became apparent that the action had to be taken. As part of the Strategic Plan to reduce Room Confinement, there was an equal push to reduce the number of restraints. Several factors helped in the reduction of restraints. The reduction of isolation allowed for staff to avoid more power struggles, a new behavior management system was introduced and new standing orders were written. The Facility Improvement Plan was so successful that it cut the number of restraints in half by the time of the next data collection and has maintained an increasingly low number from month to month for the last three years. YCC was nominated for a Barbara Allen Hagan Award in 2013 for its FIP to reduce restraints.

Recently all three facilities have begun to see an increase in restraints on a monthly basis and it became evident in the PBS data of the October collection. A new FIP is being worked on to respond to this reoccurrence. A series of trainings addressing gender responsive, trauma informed and mental health needs will be held this year. Following these trainings a strategic planning process will be utilized, allowing staff from multiple disciplines to help implement new ideas and changes in current practices that will help to address the rise in restraint before the numbers become a constant.

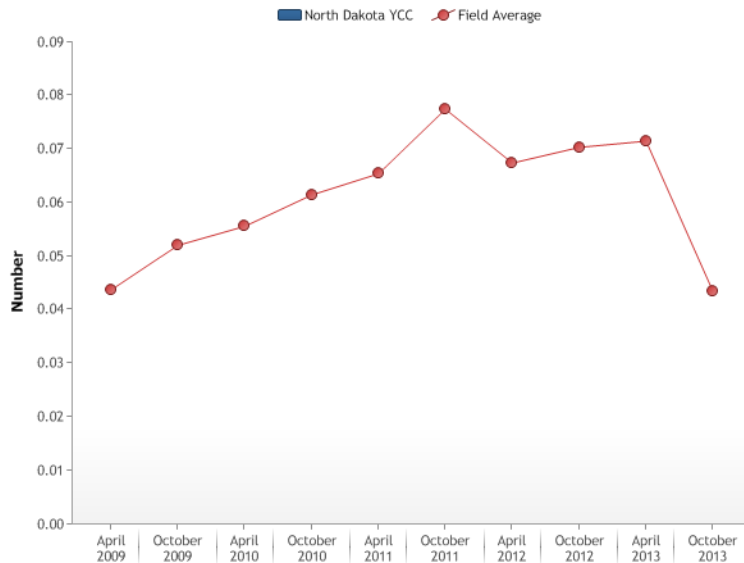
Order 07

Restraint chair or restraint bed use per 100 person-days of youth confinement.



Safety 10

Youths injured during the application of physical and/or mechanical restraints per 100 person-days of youth confinement.



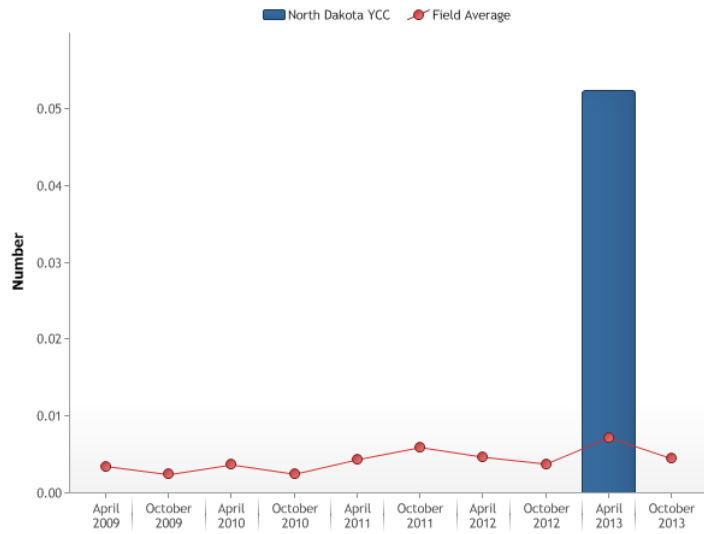
Safety/Security

At the end of 2012, YAC had an assault and AWOL from one of its cottages. In order to respond to the incident, all three facilities had a safety and security audit. Following the audit, a team was put together to address the needs of the facilities. Subsequently, an FIP was built to track the efforts being put forward and allow for tracking of the security measures that were of concern. Throughout 2013, many different steps were taken as part of the FIP. An online Cottage Daily Census was created and is now being utilized across campus in all three facilities. A Director of Security was hired and has begun working on a youth centered security audit tool. New doors and locks have been put into various buildings along with a new lock system.

The biggest security change on campus has been the implementation of the key watchmen system. Staff check out work keys at the beginning of shift and check them back in at the end of shift, during this time personal keys are to be locked up. Although YCC, YAC and YDC have typically been safe and secure as expressed in the data, it was important to track certain elements to see if there are increases or decreases in risk as we move forward.

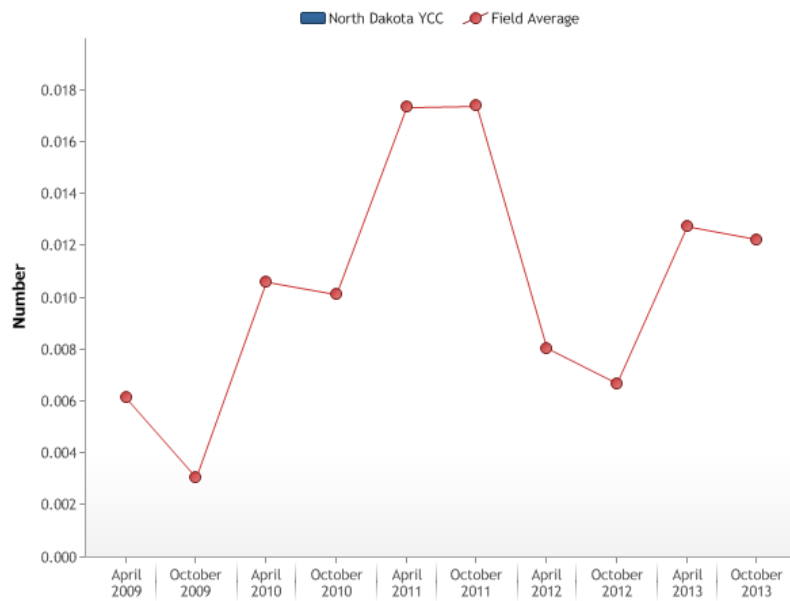
Security 02

Attempted escapes per 100 person-days of youth confinement.



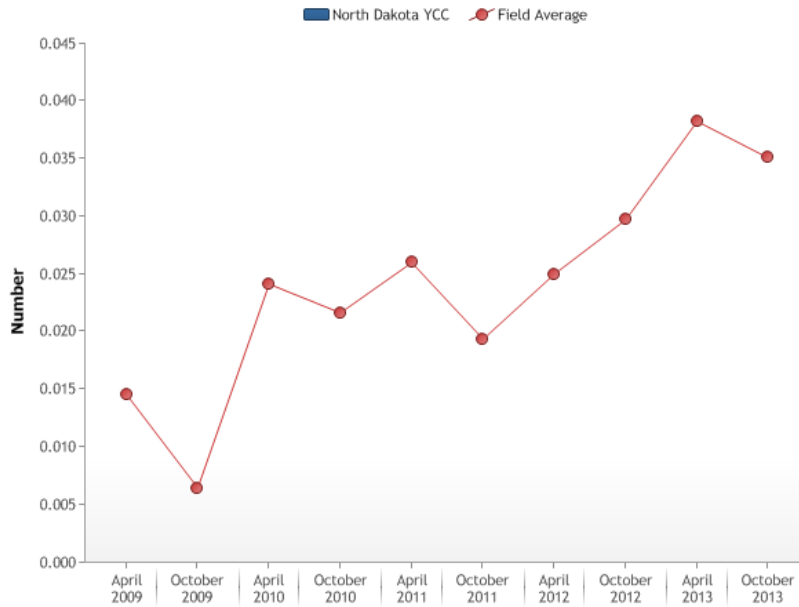
Security 03

Incidents involving contraband (weapons) per 100 person-days of youth confinement.



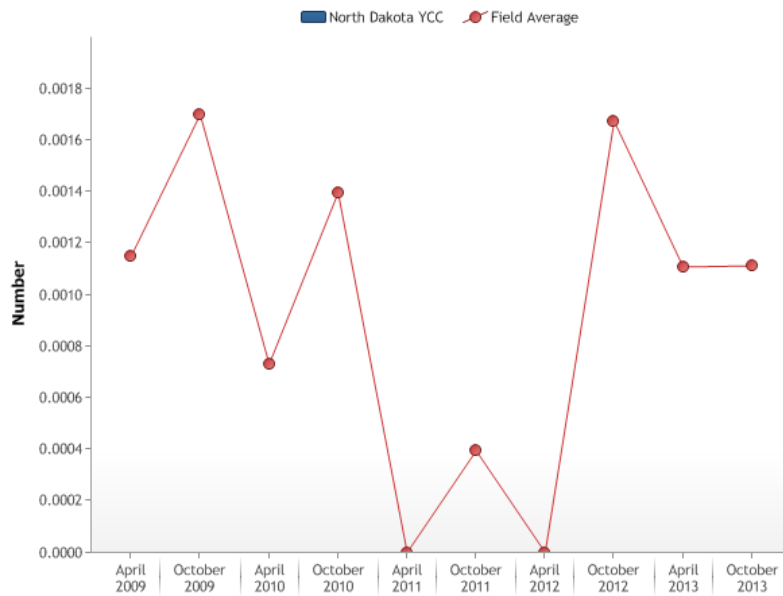
Security 04

Incidents involving contraband (drugs) per 100 person-days of youth confinement.



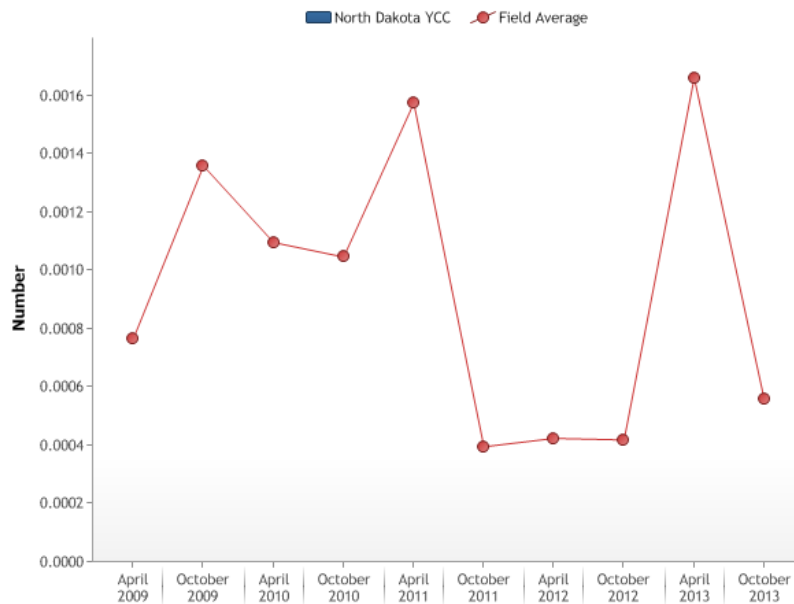
Security 06

Incidents involving lost keys per 100 person-days of youth confinement.



Security 07

Incidents involving lost tools per 100 person-days of youth confinement.



Other Highlights

Research done by professors working with PBS have found that knowledge of the facilities rules and rights is directly associated with the youths behavior while in the institution as well as their success in programming. Justice 01 has consistently been better than the national average and has been increasing since October 2010. The success of this outcome measure can be attributed to the line staff in the cottages working with the youth beginning at intake and continuing to touch base with them on these issues throughout their stay in the facility.

Justice 01

Percent of interviewed youths who report understanding the facility rules and their legal rights.

Prison Rape Elimination Act (PREA)

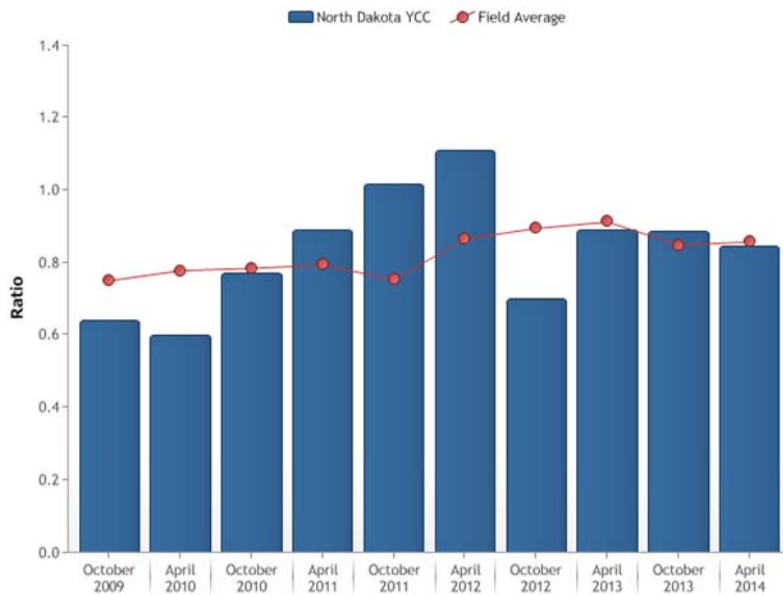
As part of the Prison Rape Elimination Act, The Youth Correctional Center utilized data collected and aggregated through PBS as well as supplemental monthly data in order to assess and improve the effectiveness of its sexual abuse prevention, detection, and response policies, practices, and training, including. Problem areas that were identified over the last year consisted of three areas, but primarily all focused on the need for better resources to improve supervision.

AREAS OF NEED:

- We have recognized the need for more cameras with recording capacity within our day areas.
- New living facilities for the youth.
- Better staffing ratios (we will need at least 15 more staff in order to be compliant with PREA).

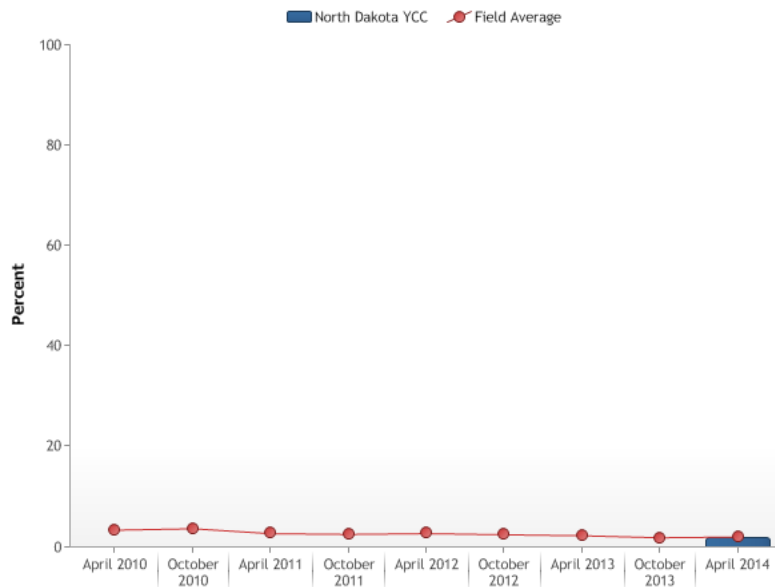
Safety 09

Average daily ratio of direct care staff to youth during the collection month.



Safety 15

Percent of interviewed youths who report that they were forced to engage in sexual activity within the last six months while at this facility.



Corrective Action

At this time, these issues will not take YCC out of compliance with PREA, however we will need to have higher ratios of staff to youth by 2017 or we will be out of compliance.

There were several other actions taken to ensure PREA compliance and to make YCC safer for the youth living in the facility.

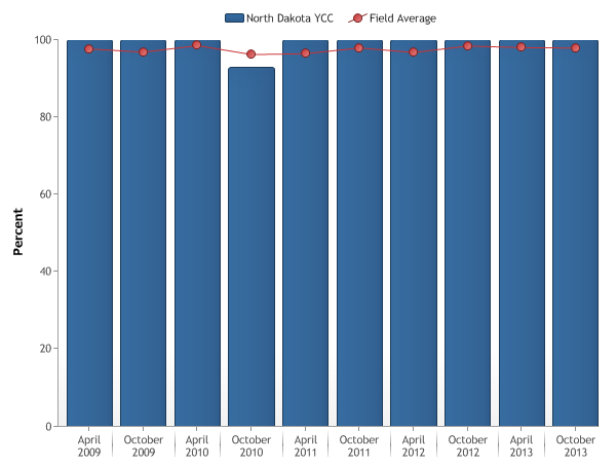
- A partnership with the Children’s Advocacy Center.
- A third party reporting system.
- Improved informational packets about safety.
- New screening tools for classification.

Programming has always been a strong point for all three facilities, particularly YCC which holds the treatment youth and begins the process of development planning. Every youth who stays at YCC for treatment receives an educational plan based on the needs of the youth gathered during their educational assessment. The youth have been increasing their testing scores while in the facility similar to or better than the national average.

Programming also looks at the assessment process the youth go through while at YAC and follow those assessments to ensure that an appropriate plan was made for that youth. Once that plan is in place PBS will then track follow through on that plan. 100% of youth confined for more than 30 days have records that include a written individual treatment plan, signed by youth and the responsible staff member. Of the youth with a treatment plan that requires psychosocial/social skills work, 100% have received programming.

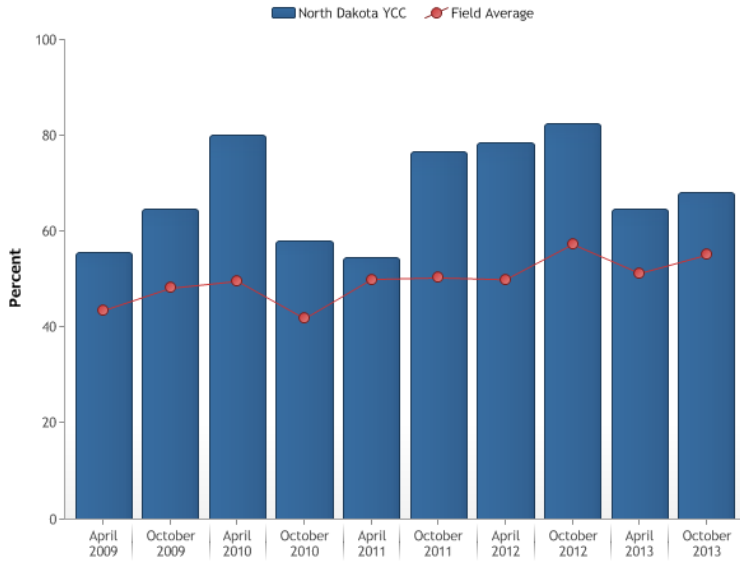
Programming 08

Percent of youths confined for more than 60 days whose records indicate that they received the educational programming prescribed by the individual treatment plans.



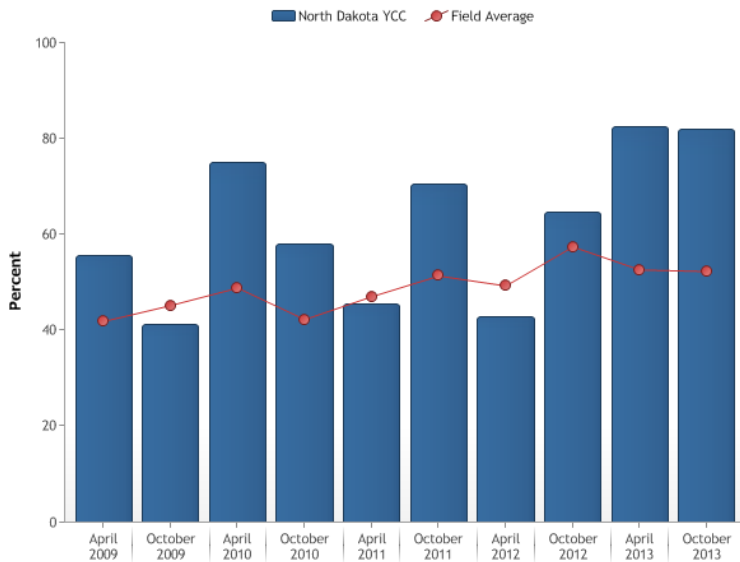
Programming 01

Percent of youths confined for over six months whose math scores increased between admission and discharge.



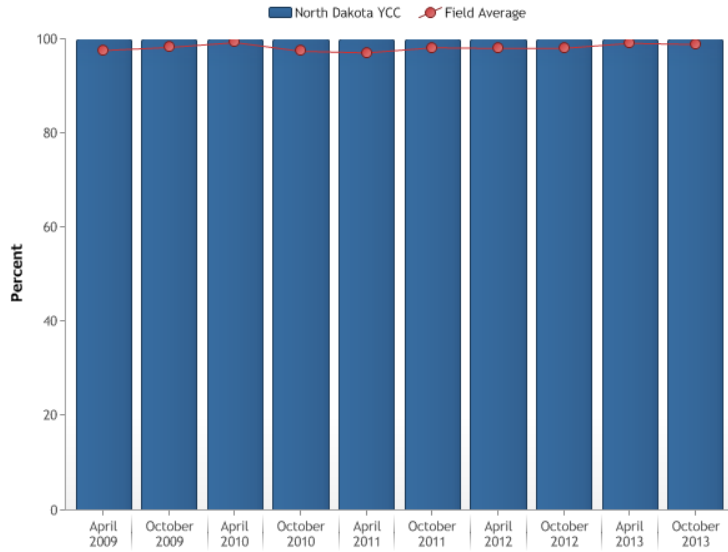
Programming 02

Percent of youths confined for over six months whose reading scores increased between admission and discharge.



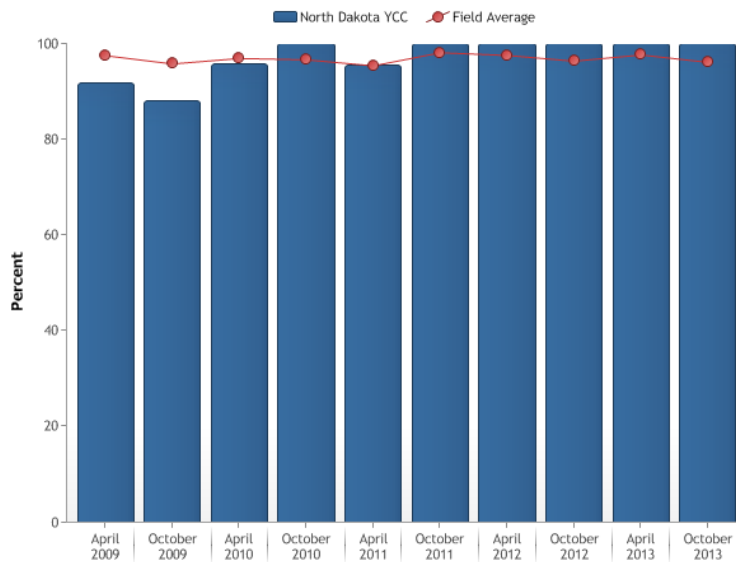
Programming 11

Percent of youths confined for more than 60 days whose records indicate that they received the psychosocial/social skills programming prescribed by the individual treatment plans.



Programming 17

Percent of youths confined for more than 30 days whose records include a written individual treatment plan, signed by youth and the responsible staff member.

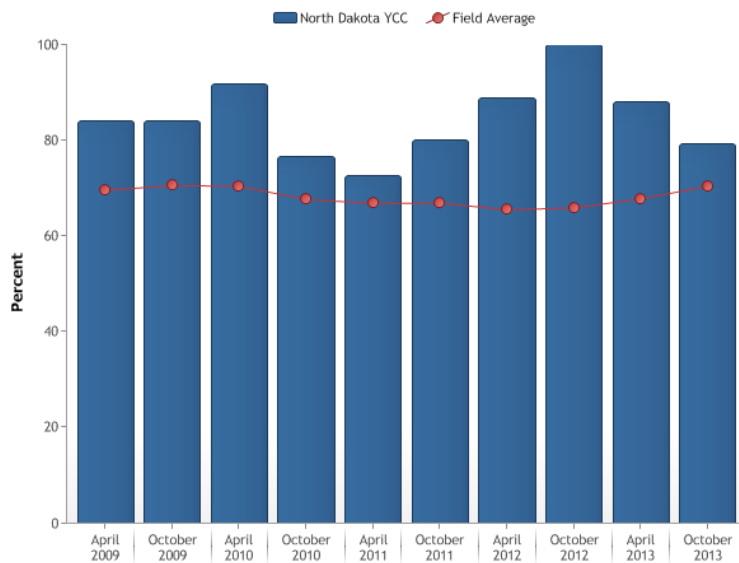


Family Interactions

In 2013, Ryan Shanahan of the Vera Institute was invited to campus to provide training on family initiatives to increase family interactions. The need for greater family involvement has been evident within the three facilities as well as more family therapy involvement. PBS, with the help of the Vera institute has piloted several data sets that are more family driven. Two areas that YCC, YAC and YDC have excelled in are the contacts between youth and their families.

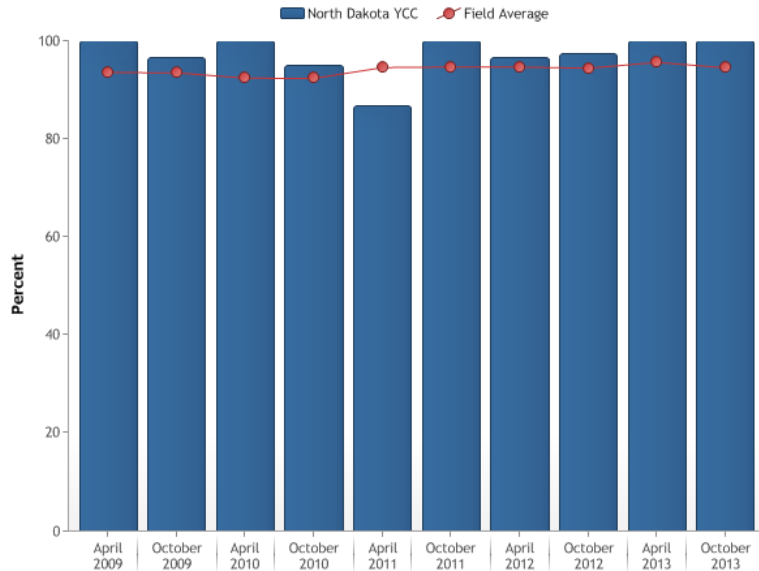
Programming 19

Percent of youths who have ever had visits with parents or guardians while in facility.



Programming 21

Percent of youths who report that they have had phone contact with parent or guardian.



Looking Forward

The two PBS data collections in 2013 revealed three facilities that had made tremendous improvements using the FIP model. The facilities are now safer for youth and staff, have shown improvements in programming and are better at preparing youth for re-entry. With individual facility initiatives close to completion it was evident that there was a need for work on broader issues that apply to all three facilities. Although YCC, YAC have become level four facilities and YDC has consistently been a level two facility, there are still areas for improvement. There are a growing number of Mental Health youth who require trauma informed and gender responsive services, the Prison Rape Elimination Act began its first round of auditing and PBS has been moving forward in a new Family Based Initiative. Because of the overlap around much of these areas, an expert was brought in from the Moss group to assist with implementation to address these areas in a holistic manner. In 2014 several trainings and work groups will begin to continue this work. The progress will be captured through the PBS data and the Facility Improvement Planning process.

PBS TEAM

Beginning in February 2014, the three facilities will be coming together to form a PBS team in order to implement several new initiatives. The team will meet quarterly and help lead these initiatives through a more pronounced use of the Facility Improvement Process. Stakeholders from YCC, YAC and YDC will be active members of the team and in some cases lead their own FIP's. After goals are established, more

key staff throughout the campus will be asked to participate and help build the PBS bench.

Mandt for Managers

In April 2013, there will be a Mandt for Managers training for the managers and administrators of all three sites. Mandt was brought in initially as a behavior management and de-escalation tool for staff to use to help avoid room confinement and restraints. Within the training, there are several areas that deal directly with trauma informed care. In order to help advance our understanding of these tools and to make sure we are using it the most effective way Mandt for Managers was the next step in using the program holistically.

PREA Investigators

Also in April of 2013, the Safety and Security Director as well as the YDC Site Coordinator will attend PREA Investigator training. This will help continue the process of full compliancy with the federal standards.

Gender Responsive

In the middle of 2014, a gender responsive training will be brought in for YCC, YAC and YDC. In order to more appropriately comply with PREA as well as address the growing need to work differently with the male and female populations, it was recognized that there was need for training that could put staff in a situation that would allow them to make the most appropriate decisions possible for assessment, programming and every day residential living. It is our hope that this training will also help to make our facilities more trauma informed and compliment the other initiatives we will be bringing in.

Mental Health/Trauma

Following the Moss groups facility assessment, Director Bjergaard applied for and received a grant to have experts selected by the Macarthur foundation come to North Dakota and do a train staff in mental health interventions that will contain elements of different tools, including a trauma informed approach.