

Department of Youth Rehabilitation Services (DYRS) FY2016 Performance Accountability Report (PAR)

Introduction

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

Mission

The mission of the Department of Youth Rehabilitation Services (DYRS) is to improve public safety and give court-involved youth the opportunity to become more productive citizens by building on the strengths of youth and their families in the least restrictive, most home-like environment consistent with public safety.

Summary of Services

The DC Department of Youth Rehabilitation Services is the local juvenile justice agency responsible for providing safe and stable secure residential and community-based programs to court-involved youth. Programming targeting committed youth is designed to expand opportunities to youth so that they can become more productive citizens and to reduce delinquent behavior. In addition, DYRS provides secure detention and effective detention alternative programs to youth who are placed under the custody of the D.C. Superior Court's Division of Social Services.

Overview – Agency Performance

The following section provides a summary of DYRS performance in FY 2016 by listing DYRS's top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
The Opening of The Journey Unit:	DYRS opened a new 10-bed female unit at New Beginnings Youth Development Center to meet the treatment needs of girls committed to the agency while keeping them closer to the District.	The opening of Journey is momentous for the District in improving local placement options and services for young women committed to DYRS. Historically, the District of Columbia disproportionately sent girls to out-of-state residential facilities due to a lack of local placements.
Launching The Credible Messenger Mentoring initiative	The credible messengers are able to connect with the most challenging young people because the messengers come from the same communities as the youth and are formerly incarcerated or were involved in the justice system, but have turned their lives around. The Credible Messenger Initiative are administered by nonprofit organizations based in the Safer, Stronger DC target neighborhoods where most of the DYRS youth and their families live.	The Credible Messenger program is part of Mayor Bowser's Safer, Stronger DC public safety agenda, which includes both law enforcement and prevention initiatives. Credible messengers are neighborhood leaders, experienced youth advocates, and individuals with relevant life experiences whose role is to help youth transform attitudes and behaviors around violence.
Streamlined Community Based Programming	Services include vocational, recreational, and life skills related programming. The agency has increased its ability to ensure that quality programming is being provided to the youth and families under our care.	DYRS created the internal infrastructure needed to issue, manage and monitor grants to provide services in our Achievement Centers and in the community.

In FY 2016, DYRS had 14 Key Performance Indicators. Of those, 0 were neutral, and another 1 were not able to be reported by the end of the fiscal year. Of the remaining measures, 50% (7 KPIs) were met, 7% (1 KPIs) were nearly met, and 36% (5 KPIs) were unmet. In FY 2016, DYRS had 9 Initiatives. Of those, 33% (3) were completed and 44% (4) were nearly completed, and 22% (2) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DYRS in FY 2016.

FY16 Objectives

Division	Objective					
Committed Services Division	Provide community-based programs, services, supports and opportunities that prepare youth to					
Committed Services Division	succeed.					
Committed Services Division	Operate secure facilities that are safe, humane, and address youth needs using a strengths-based					
Committed Services Division	approach.					
Committed Services Division	Provide services, supports and opportunities to young people that will re-duce their delinquent					
Committed Services Division	behavior and promote public safety.					
Detained Services Division	Operate secure facilities that are safe, humane, and address youth needs using a strengths-based					
	approach.					
Detained Services Division	Provide individualized educational services and opportunities to					
ŌFFICE OF THE DIRECTOR/ĀĢĒNCY	Develop a performance driven culture and infrastructure focusing on improving outcomes for youth					
MANAGEMENT	in our care and supported by a qualified and well-trained professional staff.					
OFFICE OF THE DIRECTOR/AGENCY	Oversee the implementation of agency-wide priorities.					
MANAGEMENT	Oversee the implementation of agency-wide priorities.					

FY16 KPIs

Objective: Develop a performance driven culture and infrastructure focusing on improving outcomes for youth in our care and supported by a qualified and well-trained professional staff.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
YDR Staff in full compliance with training requirements	80	Q	87.5	71.2	66.27	47.93	68.6	Unmet	The current cycle for training due dates is on an annual cycle for staff to complete. Towards the end of the fiscal year, many staff had not met their compliance rate.
Direct Care Staff Trained in Positive Youth Development	90	Q	64.21	76.39	73.17	72.81	71.7	Unmet	Due to the slower implementation of the training plan this fiscal year; and the higher turn over of these staff positions.

Objective: Operate secure facilities that are safe, humane, and address youth needs using a strengths-based approach.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Rate of injuries to youth from assaults at NBYDC per 1,000 bed nights	6	Q	0.7	7.1	5.7	6.7	5.1	Met	
Youth receiving medical and mental health screening within four hours of admission to YSC	90	Q	63.53	97.14	94.76	95.45	82.5	Nearly Met	Due to almost full capacity of YSC for most of the year.
Rate of injuries to youth from assaults at YSC per 1,000 bed nights	5.5	Q	13.1	10.2	12.4	11.5	11.8	Unmet	Due to population at YSC being at capacity most of fiscal year.
Average daily ratio of direct care staff to youth during collection month	0.95	Q	2.4	2	1.9	2.4	2.2	Unmet	Due to high staff turnover and full capacity of the facility.

Objective: Oversee the implementation of agency-wide priorities.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers

Number of Case Management Staff and Social Workers in Professional Development Training Track	75	A							This measure is fully "not applicable" during fiscal year 2016 because due to Leadership changes this is no longer an initiative we are pursuing.
Youth Development Representative (YDR) positions vacant	8	Q	3.42	1.2	5	5.38	3.8	Met	

Objective: Provide community-based programs, services, supports and opportunities that prepare youth to succeed.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Newly committed youth that undergo a complete case planning process and are in placements and receiving services consistent with their Team Meeting and Success Plan	95	Q	100	100	100	100	100	Met	
Committed youth connected to school or work at six month intervals from the date of their enrollment in the Service Coalition	80	Q	96.15	95.35	80.56	91.78	91.6	Met	
Committed youth connected to school or work at six month intervals from the date of their release from the DC Model Unit Program	80	Q	100	90.91	71.43	87.5	85.7	Met	Due to the low numbers of youth at NB (Model Program) during the fiscal year.

Objective: Provide services, supports and opportunities to young people that will re-duce their delinquent behavior and promote public safety.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Committed Youth in Out of State Residential Placements	15.5	Q	10.63	10.2	12.76	13.66	11.6	Met	
Average caseload	22	\overline{Q}	12.2	10.2	11.1	10.8	11.1	Met	
Recidivism rate for youth released from the DC Model Unit Program within six months of the date of their release	28	Q	22.22	36.36	33.33	50	34.2	Unmet	Due to the lower numbers of youth in NBYDC; and the higher rate of reconviction in the 4th quarter, the target number was exceeded.

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Number of youth newly committed to DYRS by the D.C. Superior Court	A				98	
Average daily population at Youth Services Center	A				76.5	
Average Length of Commitment	<u>-</u> -				873	
Average Daily Committed Population	A				260	

FY16 Initiatives

Title: Implement gender-based programming strategies equivalent to best practices in other jurisdictions.

Description: In FY 2016 DYRS will launch programs directed at our female and LGBT populations with the goal of increasing participation in Achievement Center Programs. We will re-view current agency practices and research best practices by December 15, 2015. Im-plementation and program launch will occur in January-March 2016.

Complete to Date: Complete

Status Update: DYRS Achievement Center has met this goal. Currently we have partnership with the HERS Resiliency Program whereby youth engage in gender based program by Trauma Informed Care professionals on a bi-weekly basis offsite escorted by DYRS Staff.

Title: Create programming at New Beginnings focused on the Positive Youth Justice Domains.

Description: In FY2016, staff at New Beginnings will hold at least 8 campus-wide recreational events to include participation from both staff and youth. These activities will engage at least 20% of the youth at the facility in each event and focus on team building, fostering healthy relationships and strengthen team cohesiveness. Completion Date: September 30, 2016

Complete to Date: Complete

Status Update: This initiative has been accomplished with various events that took place over the summer.

Title: Implement specialized behavioral health groups at New Beginnings.

Description: In order to address the ongoing behavioral health needs of our committed youth, New Beginnings will offer three intensive, specialized behavioral health groups focused on the following issues: grief and loss, substance abuse, and trauma systems therapy. Completion Date: September 30, 2016

Complete to Date: 75-99%

Status Update: New Beginnings has begun its new programming model. At this time all treatment concepts in the program focuses on the three areas mentioned.

If Incomplete, Explanation: DYRS must still hire Mental Health specialists to fully complete this goal.

Title: Implement an aggressive strategy to assess and provide treatment to youth who need substance abuse services.

Description: At intake youth will be assessed for substance use and abuse. A drug test will also be given. If there is a positive result, and based on the findings from our screening tool, an assessment will be made to determine if intervention is needed. A youth may be referred to either inpatient or outpatient services. An agreement with APRA (Addiction Prevention and Recovery Administration) will allow for DYRS and our service providers to access real-time information about the treatment and programming for individual youth. This will be used by social workers to track and monitor participation and completion of programs.

Complete to Date: 0-24%

Status Update: Case Management staff do refer youth to Adolescent Substance Abuse Treatment Expansion Program (ASTEP) providers (certified by APRA) to complete GAIN I assessments to determine recommended level of care for substance use treatment. If the recommendation is for outpatient substance abuse treatment, the youth is referred to the ASTEP provider in the community (i.e. Hillcrest, LAYC, Riverside). If the recommendation is for inpatient treatment, the youth is referred to Mountain Manor.

If Incomplete, Explanation: To date, DYRS does not have an agreement with APRA. However, there is an MOU that is still in the drafting phase. Representatives from DBH/APRA and DYRS met in May 2016 to further discuss the completion of the MOU but have not yet had a follow up meeting.

Title: Increase parental involvement in the DYRS Team Decision Making process.

Description: In FY2015, DYRS launched a new family team meeting approach called Team Decision Making. We hold quarterly meetings with each committed youth for the duration of their commitment. In FY2016 we will focus our efforts on parental involvement in these very important meetings. In each meeting we review the CAFAS (Child and Adolescent Functional Assessment Scale) and create a treatment plan for the next 90 days. With increased parental support of the process, we believe we can also increase our overall family empowerment efforts for each youth. In order to do this, the TDM team will reach out to parents in advance of each meeting, ensure that meetings are held at times convenient for the family, and work with Case Managers to coordinate each meeting. Additionally, the agency will begin to use both genograms and ecomaps as part of our family empowerment efforts.

Complete to Date: 75-99%

Status Update: A CAFAS is reviewed in every TDM meeting and a treatment plan (called a Success Plan) is created, and a TDM occurs consistently every 90 days for youth. The TDM team has a coordination process that involves reaching out to the families in advance of each meeting to prepare families for the meeting. Case Managers also offer transportation to families when needed to increase participation and attendance at meetings. Currently, genograms and ecomaps are not being used in our family empowerment efforts.

If Incomplete, Explanation: We will provide implementation and training for genograms and ecomaps in FY 2017.

Title: Provide youth focused programming that supports youth's physical, emotional and social development by cultivating a sense of personal responsibility and modeling positive behavior.

Description: Youth Service Center staff will develop meaningful programs focused on the Positive Youth Justice Domains. Programs will be conducted every 2-3 months and will focus on each of the 6 domains.

Complete to Date: Complete

Status Update: At this point the Youth Service Center has undergone new programming that serves the female population. The programming ideas and creation have started to be developed as well as bringing in outside vendors to support awareness and address any community and family issues.

Title: Increase the number of family engagement activities within the Youth Service Center facility.

Description: In order to increase youth and family empowerment, YSC will create opportunities for families to participate in activities with their youth on a regular basis. The YSC facility will offer quarterly family social events to include resource fairs. Also, regular family game nights will be held in conjunction with the behavioral health groups held at the facility.

Complete to Date: 0-24%

Status Update: Agency will be hiring a new Family Engagement Specialist

Title: The Case Management division will improve service delivery to all committed youth.

Description: In FY 2015, the agency began a series of reforms in the Case Management Business Unit. In FY 2016 we will continue our efforts, in order to reduce staff turnover and achieve our targets for complete case management/service delivery. This includes: Launching a revised Case Management Manual. We will also provide training and technical assistance to all workers once the manual is released; Conducting Quarterly Booster Trainings on important case management topics and practices (such as CAFAS, setting goals with youth, and family engagement); and Providing Continuing Education and Professional Development opportunities on a quarterly basis for all social workers.

Complete to Date: 75-99%

Status Update: The Manual Draft was completed in July 2016. The Case Management Division has completed booster trainings on Medicaid, CAFAS, ICPC/ICJ, Structured Decision Making, and Placement, developing SMART goals. We partnered with CEYou! to provide 7 trainings such as suicide prevention,

crisis intervention, motivational interviewing. Case Management Staff were also all trained in the basic principles of Balanced and Restorative Justice and Trauma Systems Therapy

If Incomplete, Explanation: The Goal was to have the manual published by October 2016, but the stakeholder review process and additional edits needed as a result has extended the time line. Once the manual is published, the Manual Workgroup will then collaborate with Case Management Supervisors and other internal stakeholders to develop a training model.

Title: Drive the agency towards a trauma-informed approach in order to provide better care and individualized services to youth.

Description: National trends have recently shifted towards a trauma-informed approach to service delivery within social service and government organizations. In FY16, DYRS will provide trauma-informed introductory training to all agency staff. Additionally, we will work towards imple-menting additional services and programs focused on the needs of youth with trauma in their past.

Complete to Date: 75-99%

Status Update: The Agency is at 80% complete for this initiative as of September 30, 2016. As of October 1, the Office of Professional Development has negotiated internally with the Agency's Health Services and Behavioral Health program managers to provide internal facilitation of SAMHSA's trauma awareness trainings going forward. Trainings will be conducted to coincide with bi-weekly new hire onboarding to capture all new hires and any veteran staff that missed the initial rollout of the training in the Spring and Summer of 2015.

If Incomplete, Explanation: Specifically, 414 out of 513 staff have completed the basic Trauma Informed Awareness training conducted initially by the Substance Abuse and Mental Health Services Administration (SAMHSA) and/or additional training in the Agencys selected trauma informed intervention, i.e., Trauma Systems Therapy (TST).