

# Department of Youth Rehabilitation Services FY2017

## FY2017 Performance Accountability Report

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, 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.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
DYRS Health Services Administration - Accreditation and IT Enhancements	a. Achievement and maintaining NCCHC accreditation translates into improved health status for our youth and reduced health risks to the community once our youth are released. b. The EHR is the first step to transformed health care, potentially improving all aspects of youth care, including safety, effectiveness, patient-centeredness, communication, education, timeliness, efficiency and equity.	a. National Commission for Correctional Healthcare Accreditation (NCCHC)-both the Youth Services Center and New Beginnings Youth Development Center underwent an initial audit for NCCHC accreditation. Both facilities achieved accreditation, signaling that our leaders are committed to providing a nationally accepted standard of care in health services delivery. Both facilities voluntarily applied for accreditation. Health Services staff and security staff gained valuable feedback from knowledgeable professionals throughout the process. b. Electronic Health Record (EHR) Implementation: The Health Services Administration fully implemented a complete Electronic Health Record, bringing an end to decades of voluminous paper charts that were used for medical, dental, and behavioral health documentation.
Care Planning & Coordination Handbook for Care Coordinators serving DYRS	This Policy and Practice Manual lends itself to a standardized operating procedure guide in line with the agency's goal to	In April 2017, DYRS published its new Care Planning and Coordination Manual this year, which highlights the foundation of our work and core values and principles, while also guiding our workers through the case management process, policies and practices. The last Case Management Manual was updated almost ten years ago and unfortunately did not illustrate the strong foundation our Care Coordinators establish through their work. This Handbook features revised processes related to placement decisions, including graduated responses, community status review and the use of GPS devices. In addition, the handbook sets a strength-based approach in defining our roles and the

youth	create tools that help staff do their jobs well. The Care Coordinators now have a comprehensive guide to help them serve the DYRS pre-commitment and committed youth.	practice of work. All of the changes in the handbook are data driven and meant to increase the proportion of productive youth in the community while considering public safety. It is also noteworthy that in the creation of this handbook, all stakeholders were incorporated; specifically the youth and their families. In its appearance, the handbook is an easy-read, with an active front page and above all, filled with positive quotes and artwork from our youth, artists and other inspirational leaders that have set the tone in positive youth development.
Opening of the Journey Unit for girls at the New Beginnings Youth Development Center	As a result, out-of-state secure-setting placements for our female population have decreased by over sixty six percent (66%), resulting in these girls being able to consistently see their families, while also receiving the best gender-specific continuum of care in the country.	DYRS opened the Journey Unit, a all female unit at New Beginnings. New Beginnings has historically served an all-male population since its opening in 2005. DYRS has successfully integrated females into all aspects of the facility, including education and vocational classes. The Journey Unit incorporates gender-responsive and trauma-informed principles and practices in our work with the young women in DYRS's custody and care. DYRS recently launched "Journey Beyond", a community based effort to support the progress of our young ladies following their placement at New Beginnings.

## 2017 Strategic Objectives

Objective Number	Strategic Objective
1	Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety.
2	Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety.
3	Create and maintain a highly efficient, transparent and responsive District government.**

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>1 - Secure facilities: Operate secure facilities that are safe, humane, and responsive to the needs of court-involved youth to help youth succeed and promote community safety. (9 Measures)</b>									
1. Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Quarterly	7	8.9	8.8	10	8.4	9.1	Unmet	We set our target at 7 so we would continue to push ourselves on this measure towards lowering the rate of injuries to youth in the

									facilities. Although unmet, the rate was significantly lower than the previous two years (both above 11) at 8.21 for the year.
2. Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Quarterly	7	5.21	5.93	7.07	1.77	5.22	Met	
3. Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Quarterly	2	6.6	5.5	5.7	9.5	6.6	Unmet	This was our initial year for this metric, and we did not have a baseline, just a target that we wished to strive for. Although we kept this rate relatively low for the first three quarters, there was a spike in quarter 4. In FY18, we would like to propose amending this to a Target of 6.
4. Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Quarterly	2	11.14	4.51	6.79	7.1	7.43	Unmet	This was our initial year for this metric, and we did not have a baseline, just a target that we wished to strive for. In FY18, we would like to propose amending this to a Target of 7.
5. Percent of youth progressing academically at New Beginnings	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	Data Forthcoming	Met	
6. Percent of youth who are placed for more than one night enrolled in school at YSC	Quarterly	90%	41.7%	36.6%	45.9%	45.6%	41.7%	Unmet	This was the initial year for measuring this KPI - we fell below target in each of the quarters. Our management team will review the target for this

									measure and develop a plan for improving this metric in FY2018.
7. Percent of youth receiving timely comprehensive screenings	Quarterly	90%	92.1%	98.3%	86.9%	95.6%	94.3%	Neutral Measure	
8. Percent of direct care staff in full compliance with training requirements	Annually	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	76.7%	Neutral Measure	
9. Cost of secure placement per day	Annually	\$0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$126680.8	Neutral Measure	

**2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (9 Measures)**

4. Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Quarterly	80%	84.6%	100%	94.7%	94%	94%	Neutral Measure	
5. Percent of success plan recommended services received	Annually	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	55.8%	Neutral Measure	
6. Percent of committed youth not re-arrested	Quarterly	75%	92.2%	94.5%	91.7%	89.2%	91.9%	Met	
7. Average daily population of youth on abscondence for more than 24 hours	Quarterly	20	8.1	13.5	12.7	13.9	12.045	Met	
8. Percent of youth whose family is engaged in case planning, services, or youth development.	Quarterly	55%	66.7%	70%	68.1%	72.3%	69.4%	Neutral Measure	
Percent of committed youth connected to education, work, or workforce training for at least six months	Quarterly	80%	48.8%	70.6%	76.3%	73.5%	67.3%	Unmet	While our target was set at 80%, and we did not meet this for any quarter during the fiscal year, Q2-Q4 had a significant increase from Q1. If we stay on track to try to achieve this goal in FY18, and perform consistently over the 4 quarters, the Target should be met.
Percent of committed youth enrolled in positive youth	Quarterly	80%	86.7%	72.7%	84.9%	75%	79.9%	Nearly Met	We nearly met this target,

development services, supports, or opportunities for at least three months.									missing it by only .10% for FY17. We are on track with this goal and metric, as we continue to monitor our programs and services on a quarterly basis.
Percent of committed youth placed in out-of-state facilities	Quarterly	15%	12.5%	9.1%	8.5%	8.5%	9.6%	Met	
Percent of committed youth placed in the community.	Quarterly	55%	52.2%	51.1%	57.1%	63.8%	56.3%	Met	

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>1 - Deliver appropriate services (3 Measures)</b>						
Average daily engagement in positive youth development programming at YSC	Quarterly	0.2	0.14	0.15	No data available	0.167
Average daily engagement in positive youth development programming at New Beginnings	Quarterly	Waiting on Data	1.046	1.02	No data available	1.03
Average daily population of non-committed youth in alternative to detention placements	Quarterly	77.3	72.4	70.7	62.7	71.5
<b>1 - Ensure safety of facilities (3 Measures)</b>						
Average daily population at New Beginnings	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	41.2
Average daily population at the Youth Services Center	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	81.1
Average daily ratio of direct care staff to youth	Annually	Annual Measure	Annual Measure	Annual Measure	Annual Measure	2.3
<b>1 - Intake and assessment (1 Measure)</b>						
Number of daily admissions to the Youth Services Center	Quarterly	11.3	11.9	11.5	9.8	11.1
<b>2 - Case planning and management (2 Measures)</b>						
Average caseload	Quarterly	10.7	10.7	16.3	16.6	13.1
Average length of commitment	Quarterly	757	752	748	794.9	772.3
<b>2 - Service, support, and opportunity provision (1 Measure)</b>						

Average daily engagement in positive youth development services per youth in the community	Quarterly	0.243655	0.5525	0.601	0.551	0.48987
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## 2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
<b>YOUTH DEVELOPMENT SERVICES (6 Strategic initiatives)</b>				
Programming for girls at New Beginnings	In an effort to reduce the number of girls in out-of-state placements, especially Residential Treatment Centers, DYRS will increase programming at New Beginnings. Research shows that if a young person is placed in a secure facility, the facility should be as close to home as possible to facilitate connection to family and community for a successful transition back to the community.	Complete	Initiative completed in FY2017, as we continue to have relevant programming from our female population both at New Beginnings and in the community.	
Diversify Positive Youth Justice programs at New Beginnings and YSC	DYRS youth have always participated in programming that falls across Positive Youth Justice domains while they are placed in DYRS secure facilities. Such programming includes school, vocational training, counseling, and physical activity. In FY17, DYRS plans to increase the array of different offerings to include automotive training, dance, and expressive arts.	Complete	Youth are able to be referred to most of our community service providers, including Credible Messengers, while they are placed at New Beginnings. This initiative is complete and the services will continue in FY18 under the umbrella of our Administrative Partner.  Youth are referred at the initial time of placement and also throughout the year as part of their Complete Case Planning, after a Team Decision Making Meeting.	
Enhance community-based programming	DYRS is streamlining the provision of community-based services. In FY16, DYRS successfully launched and procured services for the Community Programming Initiative and the Achievement Center through one grant process. In FY17, youth will be referred to the Community Programming Initiative and the Achievement Center through a common referral system allowing the agency to better target services to meet the unique needs and individual strengths of youth. Similarly, the CPI will be guided by a unified and robust compliance, program quality, and outcome measurement system.	Complete	This initiative is complete and our client management database is set up to receive both referrals and enrollments for all programs and services. Moving into the end of the year we will be able to run reports and review data as we prepare for our annual reports and oversight hearing.	
Launch the Credible Messenger Program	In FY17, and in support of the Safer, Stronger DC Initiative, DYRS is launching the Credible Messenger Mentoring Program for DYRS youth and their families, with a focus on Safer, Stronger DC target neighborhoods. Credible messengers are neighborhood leaders, experienced youth advocates, and individuals with relatable life experiences whose role is to help youth and their families transform attitudes and behaviors around violence. The program will also bring restorative justice practices to communities, beginning a process to address conflict peacefully within the bounds of neighborhoods.	Complete	This program successfully launched and is rounding out it's first full year of programming. Throughout the year we trained over 50 Credible Messengers and referred our community-placed youth to the providers during the course of the year.	

<p>Improve the quality of case management</p>	<p>DYRS will implement a revised manual for case management services and develop attendant training. The manual is broader in scope than previous iterations of the manual, includes guiding principles, policies, specific directions, and how-to's to increase job proficiency, increase consistency, and improve quality of case management to facilitate service delivery for youth and help them succeed.</p>	<p>Complete</p>	<p>While we trained the Care Coordinators on the new Handbook in April, the work continues. We now have a method for receiving feedback (secure boxes placed at each Achievement Center for workers to provide suggestions and ideas, or express concerns and ask questions). We have also implemented a review period (of every 6 months) - with the establishment of a committee to make changes and updates to the Handbook as needed.</p>	
<p>Measure public safety outcomes after commitment expiration</p>	<p>Beginning in FY16, DYRS began collecting public safety outcome data for youth whose commitments have expired. DYRS will focus on reporting recidivism outcomes, which require that DYRS observe their outcomes for a year before reporting and 95% of the cohort must complete the year before the agency can report. For the first time, DYRS will have a sense of the public safety outcomes for youth who are no longer receiving services while committed to the agency.</p>	<p>Complete</p>	<p>This information - the Public Safety Outcomes for DYRS - will be available in our agency's Annual Report.</p>	