

Department of Youth Rehabilitation Services FY2021

Agency Department of Youth Rehabilitation Services

Agency Code JZ0

Fiscal Year 2021

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.

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>Implemented Enhanced Mental and Behavioral Health Supports: In FY21, all clinical staff received training in Trauma and Grief Component Therapy for Adolescents (TGCTA) and began implementing group TGCTA sessions with youth in our secure facilities. TGCTA is an evidence-based, manualized intervention that addresses the complex needs of adolescents contending with trauma, bereavement, or traumatic bereavement. TGCTA modularized, flexible design allows clinicians to customize their intervention according to specific youths needs, strengths, life circumstances, and available time for treatment.</p>		
<p>Pandemic Response Strategy: During FY21, the agency successfully implemented a pandemic response plan to limit the potential spread of COVID-19 at DYRS two secure facilities. Some of the steps taken to keep youth and staff safe include:</p> <ul style="list-style-type: none"> o Configured virtual courtrooms for DC Superior Court to conduct hearings for youth limiting at the Youth Services Center (YSC); o Youth were all tested upon intake, with quarantine rooms set up to ensure the spread of COVID-19 is mitigated; o Conducted weekly onsite COVID-19 testing for staff; o Worked closely with DC Health to implemented procedures, training, and Personal Protected Equipment inventory to ensure staff and youth have the appropriate PPE and guidance to work in a secure facility safely; o Created virtual programming for the youth to limit the potential for COVID-19 exposure. <p>DYRS would like to note that the agency is now conducting in-person programming at both secure facilities, including in-person schooling.</p>		
<p>Partnerships with Sister Agencies: In FY21, DYRS worked closely to create new programs to enhance public safety by supporting District adolescents not necessarily connected to DYRS.</p> <ul style="list-style-type: none"> -Building Blocks DC (BBDC): DYRS worked closely with BBDC and issued solicitations for micro-grants and large grants for DC businesses to provide services to reduce gun violence in the District. -Child and Family Services Agency (CFSA) Partnership: DYRS partnered with CFSA to provide Credible Messenger services to select CFSA youth. Credible Messengers support the young people to meet their goals and prevent further system penetration. <p>The continuum of care includes:</p> <ul style="list-style-type: none"> o Transformative mentoring; o Parent-peer coaching; o Restorative justice practices; o Economic opportunities; o Neighborhood-based programming 		

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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. (5 Measures)											
Rate of injuries to youth as a result of assaults at New Beginnings per 1,000 bed nights	Quarterly	2.67	4.4	7	4.16	2.71	5.13	5.15	4.32	Met	
Rate of youth-on-staff assaults at Youth Services Center per 1,000 bed nights	Quarterly	10.62	6.6	5	4	3.07	5.29	1.6	3.5	Met	
Rate of youth-on-staff assaults at New Beginnings per 1,000 bed nights	Quarterly	4.87	5.5	5	5.05	2.4	4.27	2.98	3.67	Met	
Rate of injuries to youth as a result of assaults at the Youth Services Center per 1,000 bed nights	Quarterly	10.48	5.2	7	2.29	1.15	4.12	1.8	2.33	Met	
Percent of direct care staff in full compliance with training requirements	Annually	93.9%	94.9%	90%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96.23%	Met	
2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (7 Measures)											
Percent of committed youth not re-arrested	Quarterly	71.4%	71.4%	75%	90.3%	92.9%	92.6%	95.2%	92.7%	Met	
Average daily population of youth on abscondence for more than 24 hours	Quarterly	11.1	11	20	5.8	2.8	5.5	4.4	4.625	Met	
Percent of committed youth placed in out-of-state facilities	Quarterly	10.2%	8.5%	15%	9.8%	10.3%	8.4%	8.8%	9.3%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
Percent of committed youth placed in the community	Quarterly	55.8%	53.2%	55%	40.4%	37%	37.6%	41.8%	39.1%	Unmet	There were approximately 55 youth who had a commitment start date in 2021, of the 55 committed youth 30 of those youth had either a high or medium placement needs, and they had serious offense charges. This led to a public safety concern, and the agency was required to utilize residential -placements at a higher level to ensure youth were appropriately supervised. These increases were further impacted by the reduction of in-person programming (i.e. attending school, workforce development, etc.) With the reduced in-person programming, and a better understanding of how to limit the spread of covid in the facilities. DYRS temporarily increased the use of secure facilities. Currently there are approximately 15 youth who will be discharging from residential settings and receiving re-entry services into the community. Our numbers of youth in residential placement continue to reduce as the agency's programming is actively returning to a pre-pandemic posture.
Percent of newly committed youth that undergo a complete case planning process within 90 days of their commitment start date	Annually	84.8%	89%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.16%	Met	
% of youth whose family is engaged in Team Decision Making Meetings (TDM)	Quarterly	75.8%	81.8%	55%	87.1%	90.1%	83.3%	85.7%	86.4%	Met	
% of youth with a job or enrolled in school or training at commitment expiration	Annually	New in 2020	69.5%	80%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	93.2%	Met	

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Deliver appropriate services (4 Measures)							
Average daily population of non-committed youth in alternative to detention placements	17.9	16.1	10.5	9.6	9.6	11.9	10.4
Average daily engagement in positive youth development programming at YSC	3.4	0.6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.1
Average daily engagement in positive youth development programming at New Beginnings	1.9	0.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0.1
Cost of secure placement per day	\$138,868.2	\$127,116.1	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$129,812.8
1 - Ensure safety of facilities (3 Measures)							
Average daily population at the Youth Services Center	40	43.8	57.1	57.9	56	54.9	56.5
Average daily ratio of direct care staff to youth	3.5	3.5	2.76	2.66	2.25	2.74	2.59
Average daily population at New Beginnings	36	31.4	36.6	37	38.6	40.2	38.1
1 - Intake and assessment (1 Measure)							
Number of daily admissions to the Youth Services Center	8.2	5.6	3.8	3.3	3.4	3.8	3.6
2 - Case planning and management (2 Measures)							
Average caseload	10	9.5	8.67	8.71	8.24	9.06	8.66
Average length of commitment	658.9	757.2	Annual Measure	Annual Measure	Annual Measure	Annual Measure	702.8
2 - Service, support, and opportunity provision (1 Measure)							
Average daily engagement in positive youth development services per youth in the community	0.6	0.5	0.5	0.4	0.5	0.6	0.49

2021 Operations

Operations Title	Operations Description	Type of Operations
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. (3 Activities)		
Intake and assessment	Conduct assessments and screens at the intake of a young person at the Youth Services Center to inform placement and service delivery decisions.	Daily Service
Ensure safety of facilities	Monitor and supervise young people held at secure facilities.	Daily Service
Deliver appropriate services	Prepare young people in facilities to succeed in the community.	Daily Service

Operations Title	Operations Description	Type of Operations
2 - Community-based programming: Provide high-quality community-based programs, supports, and opportunities to help court-involved youth succeed and promote community safety. (2 Activities)		
Case planning and management	Organize and monitor services, supports, and opportunities that respond to a young person's needs in alignment with positive youth development.	Daily Service
Service, support, and opportunity provision	Connect youth and, as needed, their families, to services, supports, and opportunities to help them succeed.	Daily Service
3 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)		
Employee Recruitment and Retention	This relates to the agency's strategic recruitment and retention of agency personnel.	Key Project

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Case planning and management (1 Strategic Initiative)				
Placement and Assessments	Refine the process for ensuring appropriate initial assessment and placement recommendations for each committed youth by reviewing the initial assessment tool and the placement matrix for initial placements for committed youth. Completion will include either the validation of the current tool, updates to the current tool, or implementation of a new tool as well as SOPs for any updates to process (tool, matrix, placement recommendation committee, overrides, etc).	75-99%	The new assessment tool, YLS/CMI, is currently being implemented for newly committed youth. The utilization of the tool is scheduled to go live during this reporting period.	The process from purchase to implementation has required the identification of a non-IT team member who exhibited a level of competency with technology. Once the tool was purchased this person was responsible for learning the technology, setting up user policies and procedures, as well as uploading and transferring case information. The window between this person learning the tool and obtaining a trainer for the YLS introductory training was approximately two months. In early June the introductory trainings were conducted which provided a theoretical basis and overview of the assessment tool. In July post training questionnaires confirmed that the care coordination staff did not feel competent enough to move forward with use of the tool. At this time, management has determined that booster trainings must continue to increase competency and confidence in the assessment tool and its technology to interview youth, their families, as well as internal and external stakeholders. The final training will occur the week of November 18, 2021. The assessment tool will go live no later than December 1, 2021, as will all the supporting policies and SOP's.
Deliver appropriate services (1 Strategic Initiative)				
Model Unit	Assess and update the level system used for youth in secure facilities. The level system involves a graduated systems where youth progress through a series of staff facilitated and self-exploration interventions which are designed on the premise that in order for youth to truly change and experience rehabilitation, one must go through a process of self-exploration and self-growth that addresses their history, family issues, and challenges, as well as how these factors have influenced their present situation. This process will include an analysis of the current structure and creating a plan for additions/modifications to how the level system works. Current proposed modifications include the opportunity for level 4, level 5 and level 6 youth to begin working towards, home passes, work study programs in the community, services implemented with Care Coordination and services provided at the Achievement Center prior to successful discharge.	75-99%	In Q4 of FY21, in collaboration and consultation with Dr. Khumalo worked on developing a comprehensive intensive program structure for youth built on the platform of the PYJ model designed to target youth needs as identified by validated and evidence informed risk and need assessments in a way that fosters a more significant internalized change process. The Program Development team at NB worked on and completed a selection of core values which address key psychosocial skills which are key elements of addressing the thinking and behavior of the youth we service. The Core values are as follows: 1. Accountability 2. Empathy 3. Temperance 4. Resilience. We have also streamlined the transition process from YSC to NB for youth placed at NB. We have also developed and identified the members of the Core Support Team as it relates to our new Treatment Model. The implementation of the Core Support team adds opportunity to facilitate programming and also assist our youth in meeting individual case plan goals.	The first phase of the initiative is complete, however the second phase related to home passes, work study programs, and coordinated services with Care Coordination at the Achievement Center isn't. Phase two is a more comprehensive phase which requires careful planning as we consider the impact on youth, family, and community safety. We have identified the community and family engagement services to make this phase a success, however additional time will be needed for full implementation.
Employee Recruitment and Retention (1 Strategic Initiative)				
Quality Assurance	Implement a Quality Assurance program to monitor the compliance with agency's key performance standards. DYRS has prepared an internal strategic plan including initiatives and KPIs launching in Q1 of FY2021. The Office of Research and Evaluation and the Office of Performance Improvement will be monitoring initiatives to ensure progress as well as monitoring KPIs on a quarterly basis. These will result in quarterly CQI (continuous quality improvement) meetings with DYRS teams (YFP, Facilities, Health Services/Behavioral Health) to identify areas that are succeeding or need a corrective action plans. Q1 meetings will serve as a baseline for the following quarterly meetings with each of the divisions as well as the executive team.	Complete	"ORE and OPI has prepared Q4 CQI meetings with Execs and their managers to discuss each teams KPI, initiative status updates and next steps for their team. All quarterly updates from the Q3 CQI meetings will be entered into QuickBase tracking system. OPI will continue to work directly with divisions throughout the agency to help with best practices research, creating SOPs, and monitoring tools. "	