



# **PbS Family-Youth Initiative (FYI)**

**Second Chances and Safer Communities  
Families and Juvenile Justice Agencies:  
A Necessary Partnership  
May 23, 2012**



# Family-Youth Initiative (FYI)

**Unites two successful approaches to working with incarcerated youths to best prepare them for reentry:**

- **The Family Justice Program (FJP) of the Vera Institute of Justice, which leverages staff experience to identify youths' strengths and family and social support, and draw on those resources during and after incarceration**
- **The Performance-based Standards (PbS) project, directed by the PbS Learning Institute (PbS Li), which provides national standards setting the highest expectations for facility operations, including reentry planning, and a continuous monitoring and self-improvement process to ensure youths return to the community with the skills and connection they need to succeed.**

## **History of Collaboration:**

- **PbS Community-based Standards (CbS) Family Survey**
- **FJP Juvenile Relational Inquiry Tool (JRIT)**
- **FYI: Measure impact of JRIT and pilot test Family Survey for PbS facilities**



# FYI

- **Unique and timely opportunity to bring family engagement best practices to facilities**
- **Builds on national PbS' national standards program in 28 states and DC – available for all/any residential programs**
- **Timeline:**
  - **June 2011 - National Advisory Board (family organization representatives, juvenile justice experts, practitioners, researchers) developed national standards, performance outcome measures and best practices for all residential facilities**
  - **October 2011 - April 2012 – Pilot test in Ohio (paper)**
  - **June 2012 - October 2012 – Pilot test in Ohio and Indiana (website technology, reports)**
  - **December 2012 – National Roll out**

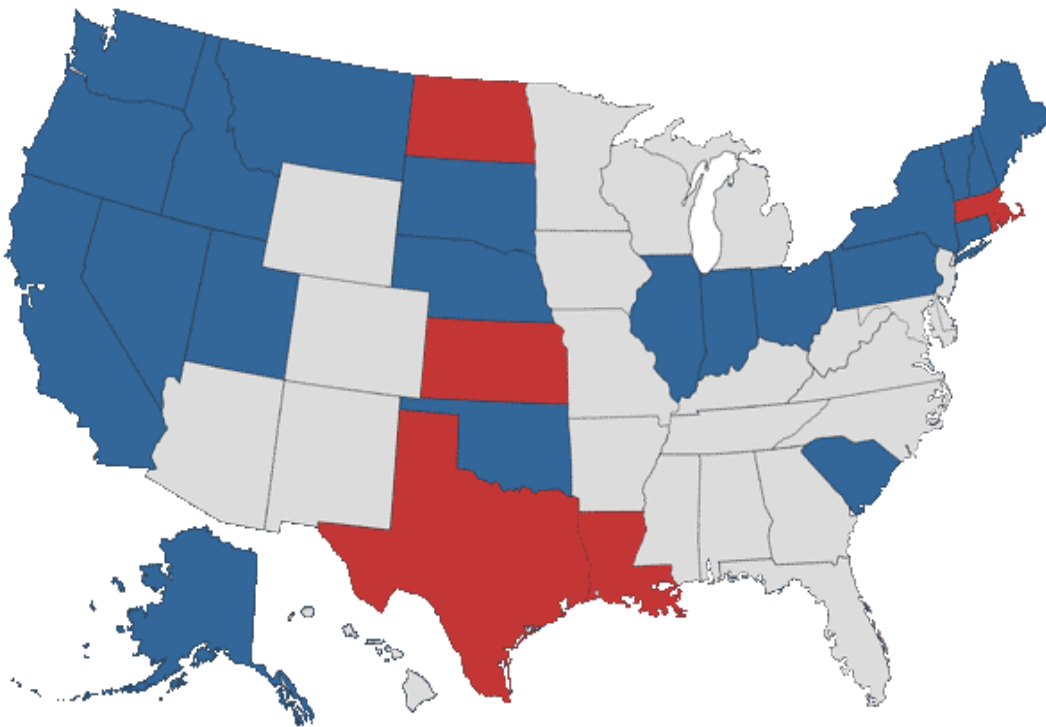


# PbS Learning Institute, Inc.

- **National non-profit organization committed to treating youths in custody as one of our own**
- **Incorporated in February 2004 to continue successful Performance-based Standards (PbS) program beyond federal funding**
- **Expanded PbS model of national standards and continuous performance measurement to community residential programs in 2008**
- **Network of juvenile justice professionals dedicated to bringing best practices to the field and sustaining reforms**



# PbS Learning Institute Members



## Performance-based Standards (PbS)

- Nearly 200 detention, correction and assessment centers in 28 states and DC

## Community-based Standards (CbS)

- 54 programs in DE, IN, KS, LA, MA, ND, RI and TX

## Family-Youth Initiative (FYI)

- Piloting OH, IN



# Participants commit to:

- **Adopting national standards for operating facilities set at the highest level of performance**
- **Collecting and analyzing data twice year to measure and monitor activities, services and quality of life for youths and staff**
- **Using the information to design and implement strategic improvements**
- **Integrating continuous improvement into daily management and leadership practices**



# History of PbS:

## 1994 Conditions of Confinement Study

- **Congressionally mandated study of 1,000 secure facilities found “substantial and widespread deficiencies:”**
  - High rates of fights/assaults
  - Youths and staff getting hurt
  - High rates of suicidal behavior
  - Few timely or professional health screenings
  - High levels of staff turnover
  - Overcrowding
  - Keeping youths in their rooms aggravates violence
- **Adherence to existing policy standards did not mean better conditions or services**

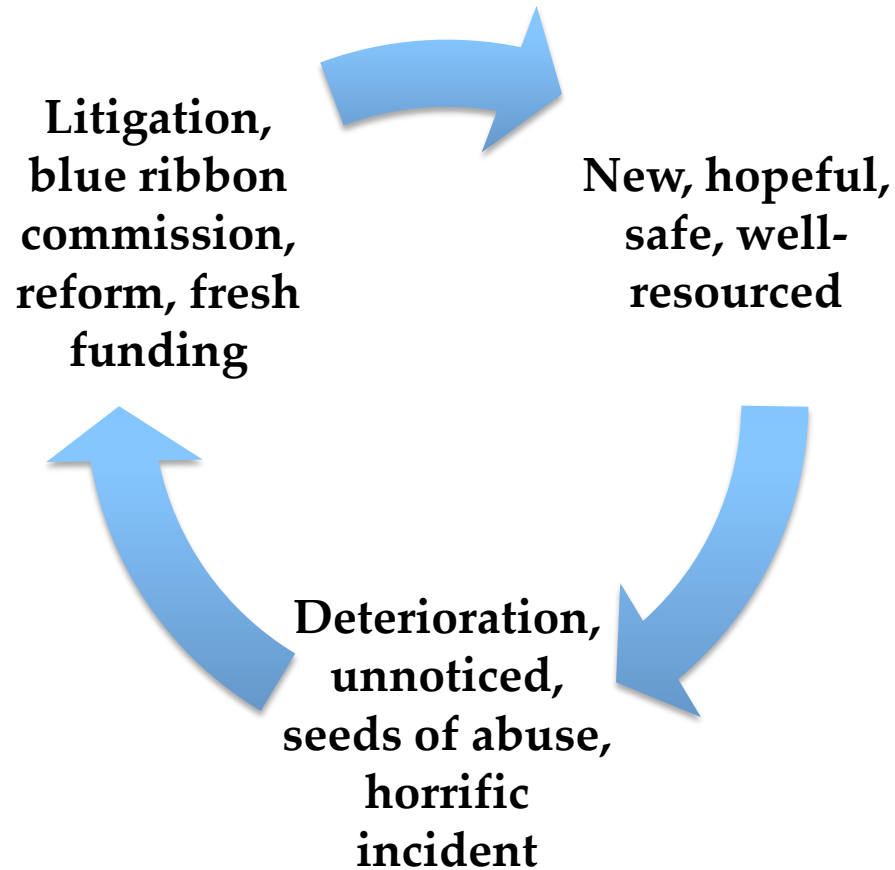


# 1995: PbS Launched to Address Conditions of Confinement Problems

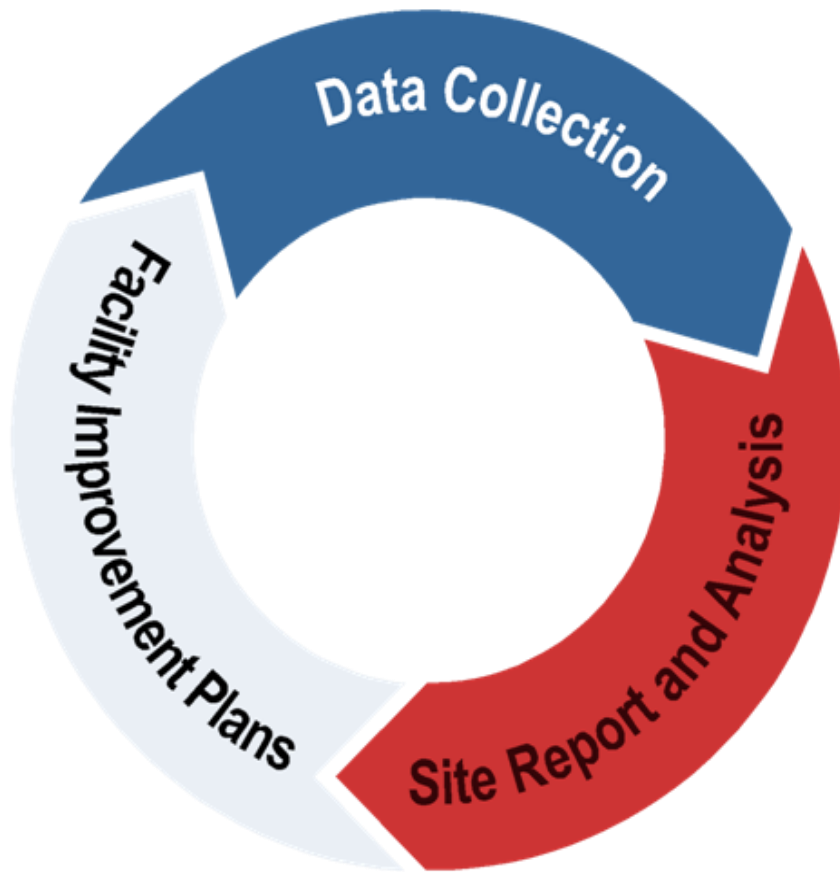
- DOJ/OJJDP selected the Council of Juvenile Correctional Administrators (CJCA) to create, implement and direct national standards that can be measured to determine effectiveness
- Guiding Principle: Every facility should be run as if the next child coming in is one of our own
- Theoretical Model: Facilities provide safe environments as the foundation to change behavior and deliver effective rehabilitation
- Strategy:
  - Provide facilities with a tool to assess and monitor operations to be successful
  - Set standards at highest level of performance for continual growth
  - Ensure a field driven process with feedback loop
  - Create meaningful and user-friendly performance measures



# Cycle of Facility Life



# PbS Improvement Cycle



## Data Collection

- Two collection periods: April and October
- Administrative, youth records; youth and staff interviews; incident reports; youth exit interviews

## Site Report Analysis

- Compare to self over time
- Compare to field average like facilities

## Facility Improvement Plans (FIPs)

- Select outcome measure(s) and goals for improvement
- Develop FIP: Teamwork and creating buy-in, monitoring, sustaining



# PbS Goals

**Safety:** To engage in management practices that promote the safety and well-being of staff and youths.

**Order:** To establish clear expectations of behavior and an accompanying system of accountability for youths and staff that promote mutual respect, self discipline and order.

**Security:** To protect public safety and to provide a safe environment for youths and staff, an essential condition for learning and treatment to be effective.

**Programming:** To provide meaningful opportunities and services to youths to improve their educational and vocational competence, to effectively address underlying behavioral problems and to prepare them for responsible lives in the community.

**Justice:** To operate the facility in a manner consistent with principles of fairness and that provides the means of ensuring and protecting youth's and family's legal rights.

**Health and Mental Health:** To identify and effectively respond to residents' health, mental health, and related behavioral problems throughout the course of confinement through the use of professionally appropriate diagnostic, treatment, and prevention protocols.

**Reintegration:** To prepare youths for successful reintegration into the community while they reside at the facility



**Each of the seven areas are formatted in the following manner:**

**Area: (Safety, Order, Security, Health/Mental Health, Justice, Programming, Reintegration)**

**Goal(s)**

**Performance Standard(s)**

<b>Outcome Measures</b>	<b>Expected Practices</b>	<b>Processes</b>
Rates, frequencies, numbers that show change in status, occurrence or prevalence.	Practices expected to produce higher quality outcomes based on available research, consensus of professional opinion and past PbS experience.	Policies, forms, tests used to describe or perform practices.



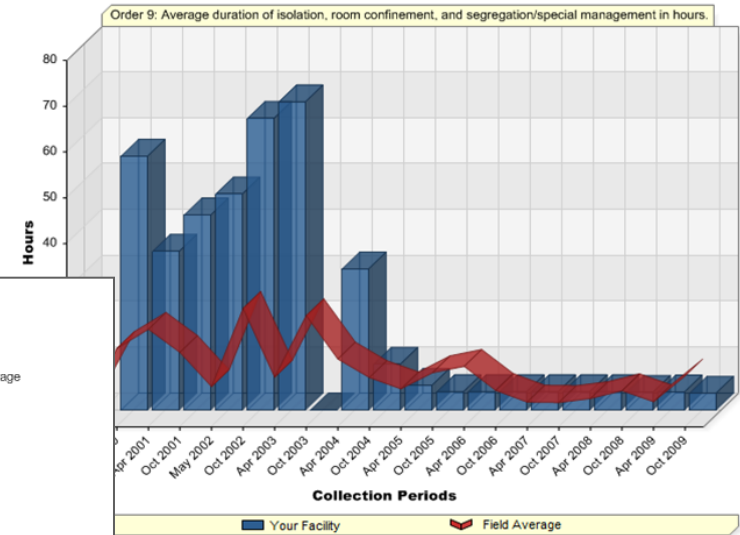
# Giving Information Back: Reports

Single outcome

## Critical Outcome Measure

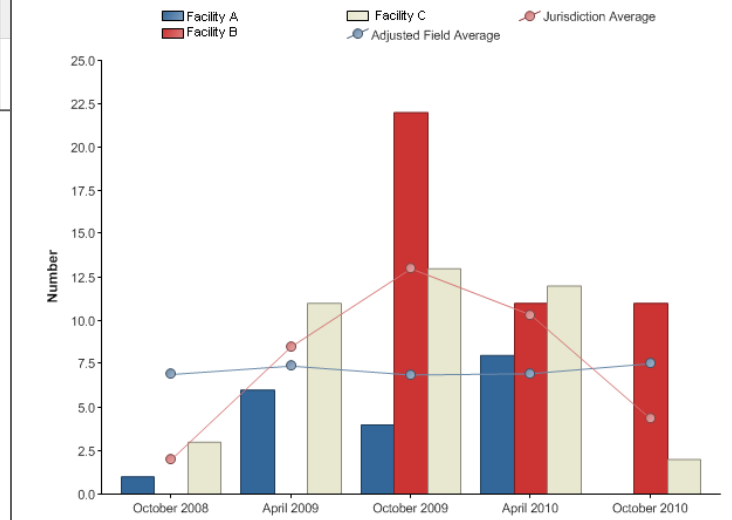
Outcome Measure	Description	DC/CR or Sample Size	DC/CR or Sample Size Status	Same/Better than Field Average	Better than Prior Data Collection	Consider for FIP
Health 01	Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.	100%	G	G	G	
Health 02	Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.	100%	G	G	G	
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.	100%	G	G	G	
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.	100%	G	G	G	
Health 05	Percent of youths presented for admission who had an intake screening completed by trained or qualified staff in one hour or less from the time of admission.					
Health 06	Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.					
Health 07	Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.					

## Reports Order 9



## Safety 02

Injuries to youths per 100 person-days of youth confinement.

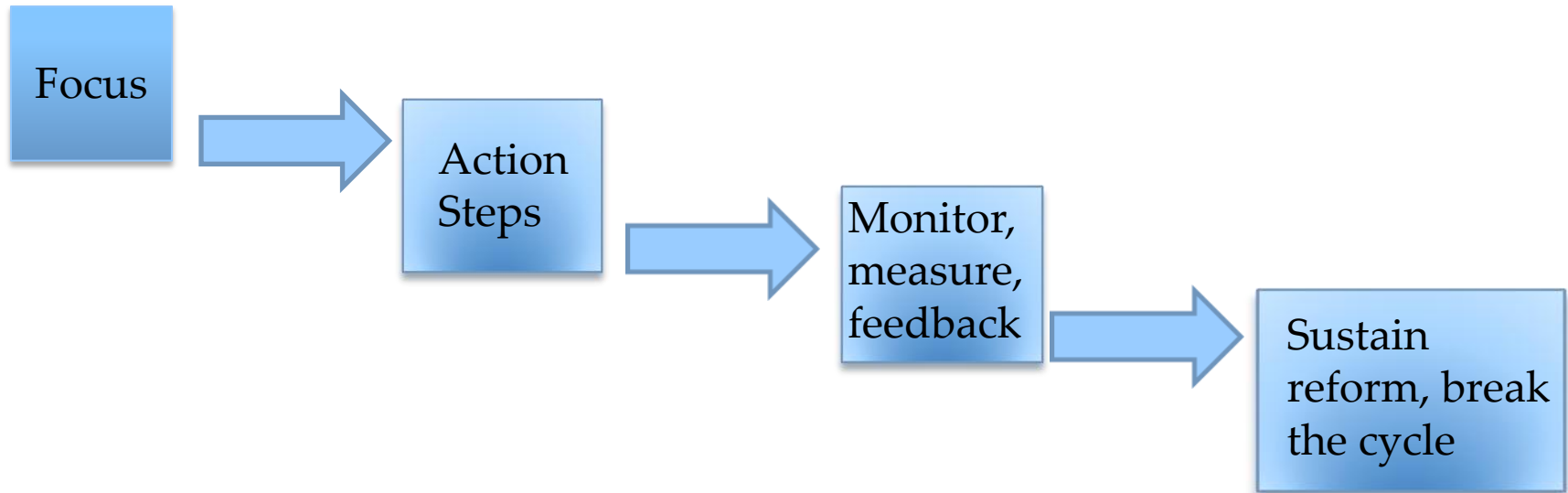


Multiple programs

Critical outcomes



# The Heart of PbS: Facility Improvement Plans (FIP)





# 2012 Barbara Allen-Hagen Award Finalists

- **Final candidates for correction winner:**
  - Cuyahoga Hills Juvenile Correctional Facility, Highland Hills, OH
  - Long Creek Youth Development Center, South Portland, ME
  - Pendleton Juvenile Correctional Facility, Pendleton, IN
  
- **Final candidates for detention center winners:**
  - Hartford Juvenile Detention Center, Hartford, CT
  - Upstate Evaluation Center, Union, SC
  - Weber Valley Detention Center, Roy, UT



# **PbS is one of the largest national juvenile justice databases**

- **The PbS database has more information than the U.S. Census; unrivaled for its comprehensive, timely information on facilities**
- **Research conducted on the database is designed to provide the field with meaningful analysis of practices that create the most safe, healthy and successful facilities**
- **In 2011, research using the PbS database concluded:**
  - **Facilities that participate in PbS longer tend to have lower rates of:**
    - **Youth injuries**
    - **Suicidal behavior with injury**
    - **Assaults on youth**
    - **Fear among youth**





# PbS Research Findings Continued: Staff-Youth Ratio

## **Behavior management is not simply about more staff**

- When staff feel that they are sufficiently trained and/or well-supported by their supervisors, then higher staff-to-youth ratios are associated with fewer safety, order and security problems
- Opposite true: When staff feel they are not sufficiently trained and supported by supervisors than higher staff-to-youth ratios are associated with more safety, order and security problems

## **Restraint use is not just a response to behaviors, causes additional problems, for example:**

- More fear, more physical violence directed at staff



# PbS Research Findings

## Youth's Experiences

- **Know the rules**
  - **Facilities in which large proportions of youth claim to know the facility's rules and where restraints are used sparingly have significantly lower rates of:**
    - ✿ **Staff injury**
    - ✿ **Sexual assault**
    - ✿ **Youth injury**



# Research has also shown:

- Families are the most frequent provider of housing and the most common source of financial support when youths leave institutions;
- Families help securing a job and help with child care; family involvement has been shown to result in better employment outcomes and reductions in the use of alcohol and other drugs.
- Family-oriented approaches to changing behavior have been shown to not only reduce recidivism rates for youth in the justice system (compared to other models of treatment), but to result in lower rates of system involvement for their siblings.
- PbS needed to add a family component and provide the field with standards and measures indicating how well families and facilities interact.



# Family Engagement is Important to youths:

- Youth removed from their families and communities when incarcerated and need a safe and healthy environment to learn and change behaviors
- Youth need to stay connected to families and communities because when they leave facilities, they return to their families, usually in same communities where they lived when offended
- National surveys show most youth want and benefit from staying connected with their families and communities when in facilities
- Youth need family/ community support financially, help getting and keeping jobs, continuing education, raising their children
- Youth need supportive relationships and people who help them make non-offending choices, stay clean, avoid gangs, go to school, remember curfews



# Family Engagement is Important to facility staff:

- Facility staff responsible for care and keeping best interests of youth in mind during incarceration – need to understand the family needs and dynamics to best serve youth.
- Facility staff need to communicate regularly with families and communities to create a collaborative relationship to work together to help youth, especially in plans for return to the home/community
- Staff-youth relationships are the key to safe environments and changing youth behavior - staff need to know how to talk with kids about family, community lives



# Family engagement is Important to Families and Communities:

- Families want to know their child is safe, what a facility is like to live in and how to navigate laws and policies to help child while in the facility
- Families want to know how to support and guide youth while they are in custody – how to participate and provide information
- Families want to know how to support and guide youth when they return to live with them - what went on in facility, what treatment worked/not; reintegration plan, relapse prevention plan



# Community-based Standards (CbS)

- **PbS adapted for any community residential program**
- **Added Family Survey to information collected; families of all youths leaving**
- **Most programs struggled at first to collect surveys from families**
  - **Give directly to families when pick up youth or last treatment/ education meeting**
  - **By telephone, email. US mail**
  - **Aftercare worker, parole officer administer**
- **Now about 1,500 surveys**

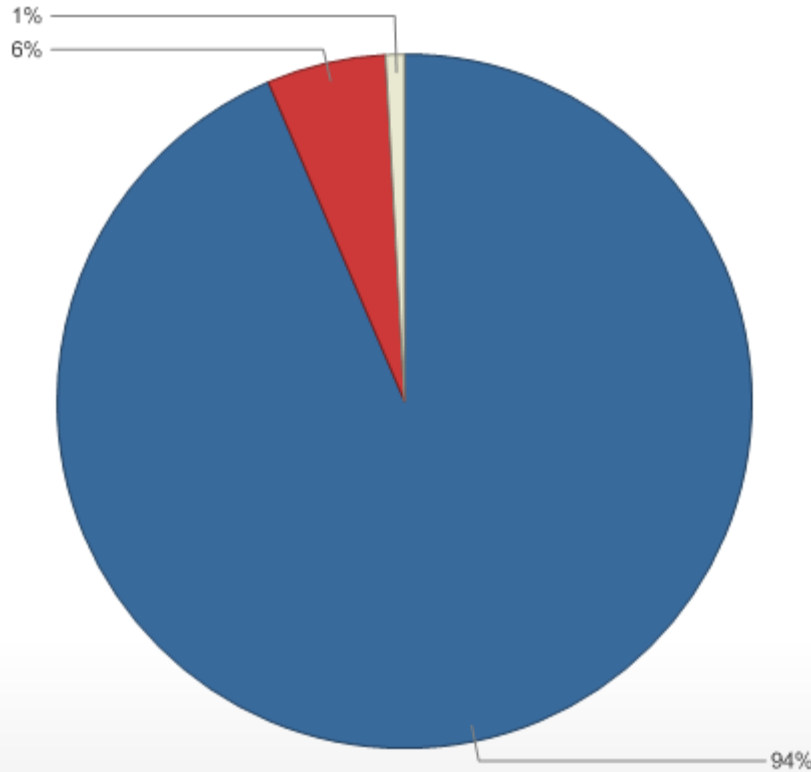


# Family Climate Survey Results

## April 2008- April 2012

**I understand the program's rules.**

1,502 Yes 89 No 14 Not recorded



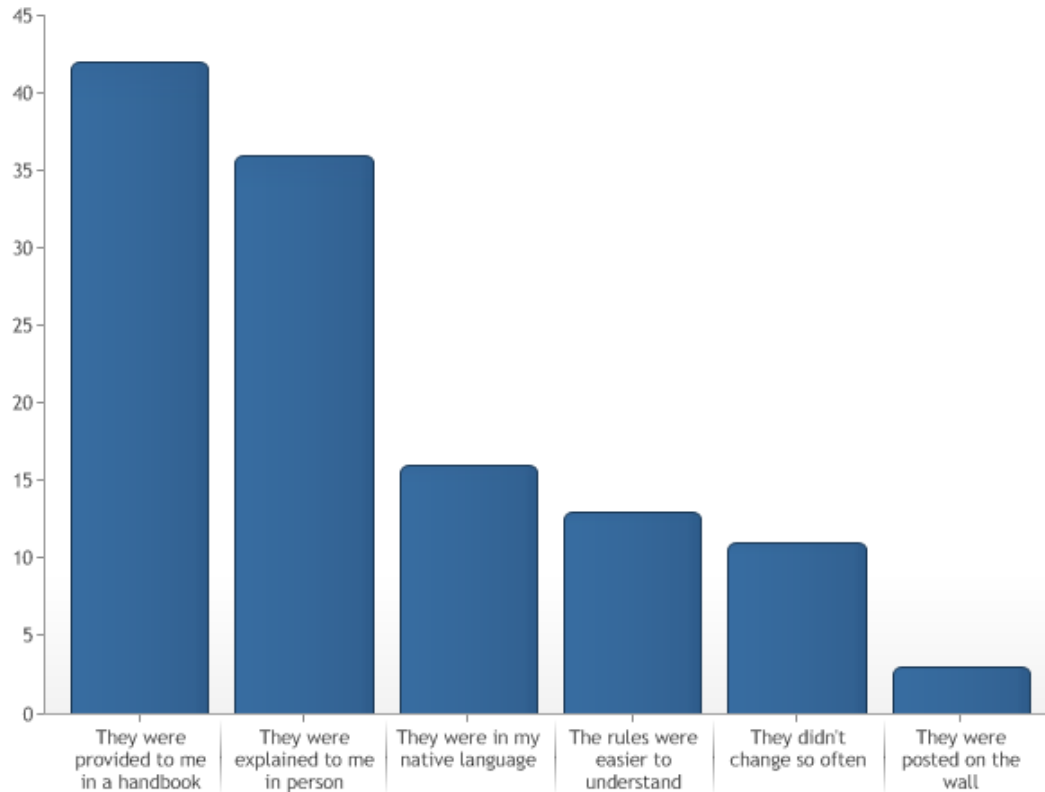




# Family Climate Survey Results

## April 2008- April 2012

I would understand the program's rules better if: (You may choose more than one answer.)



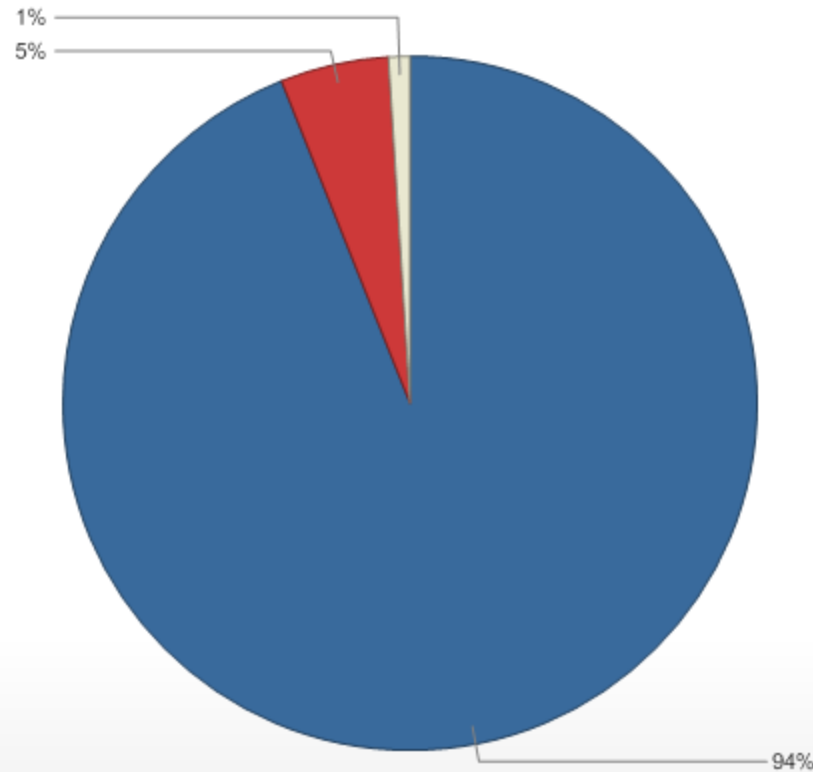


# Family Climate Survey Results

## April 2008- April 2012

**I understand my child's legal rights in this program.**

1,507 Yes    81 No    16 Not recorded



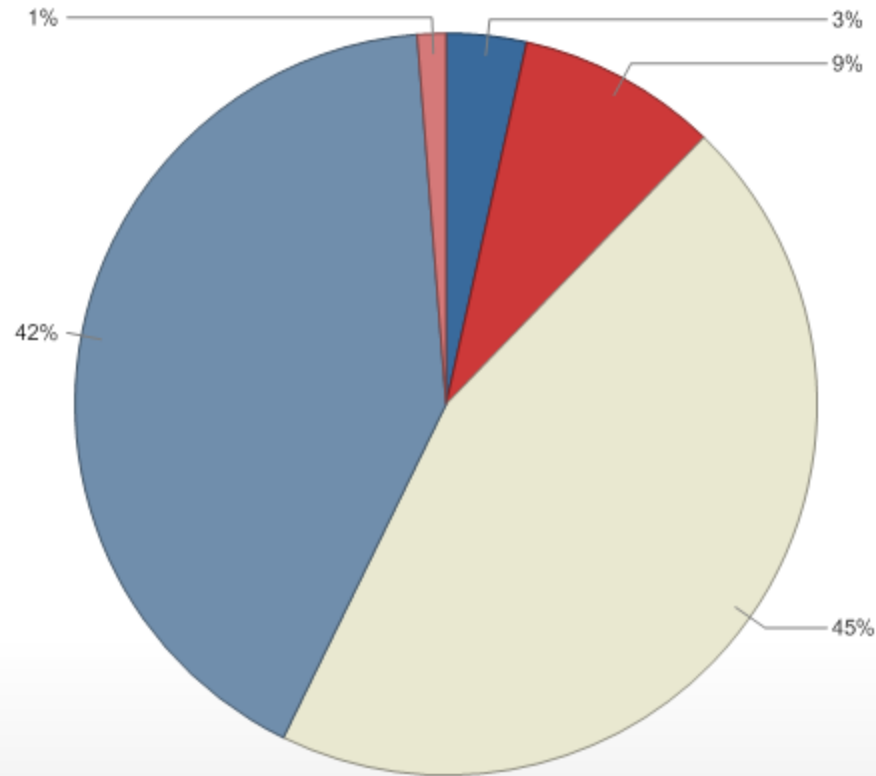


# Family Climate Survey Results

## April 2008- April 2012

I fear for my child's safety in this program.

56 Strongly agree 140 Agree 722 Disagree 666 Strongly disagree 20 Not recorded



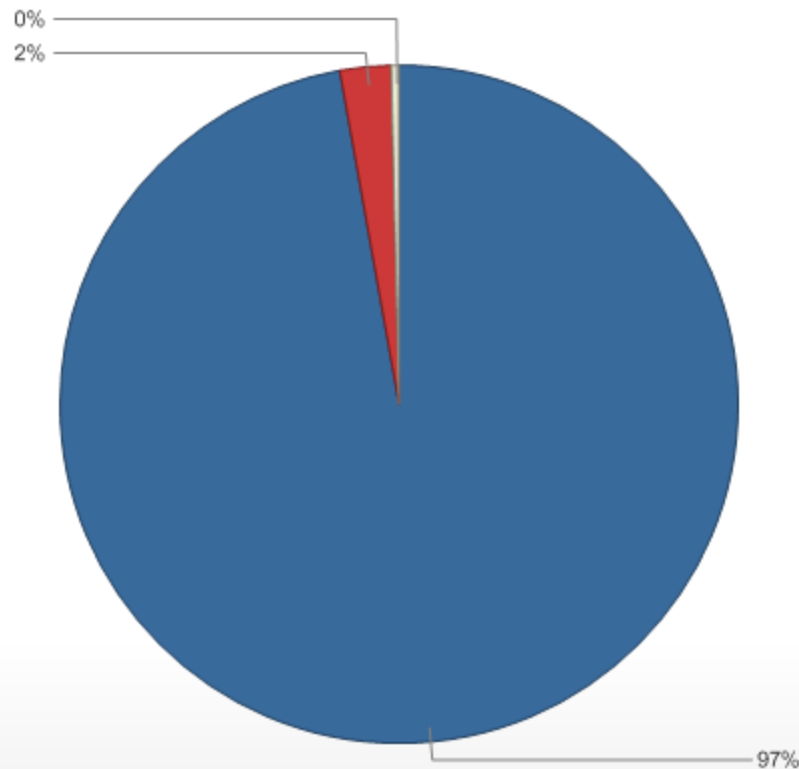


# Family Climate Survey Results

## April 2008- April 2012

**I know how to call my child.**

1,559 Yes 39 No 6 Not recorded



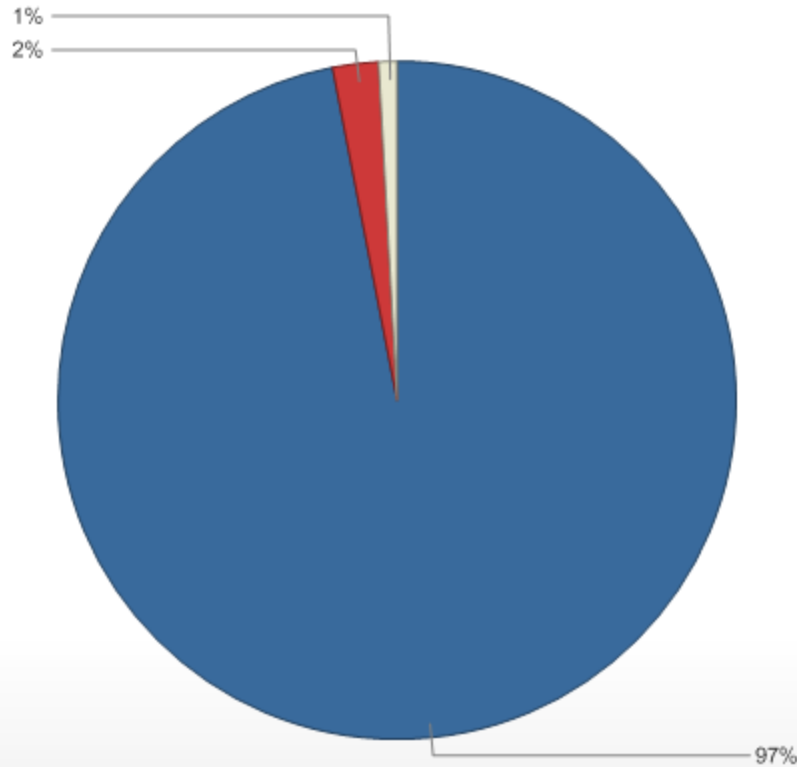


# Family Climate Survey Results

## April 2008- April 2012

**I know how to visit my child.**

1,555 Yes 35 No 14 Not recorded

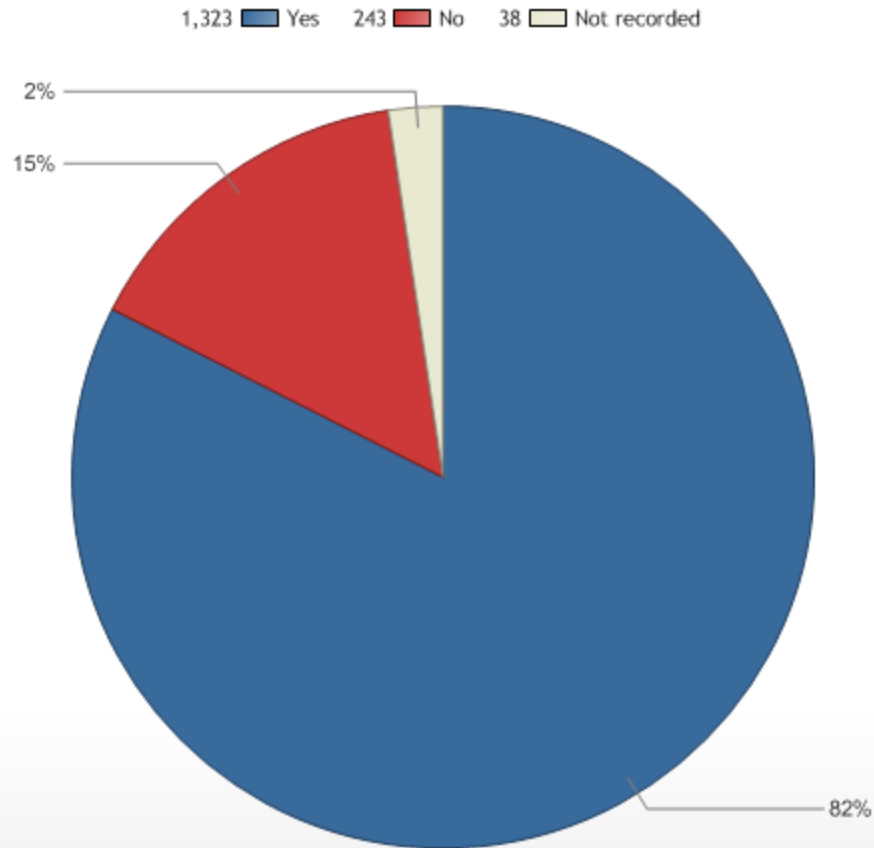




# Family Climate Survey Results

## April 2008- April 2012

**I participated in my child's individual service plan.**



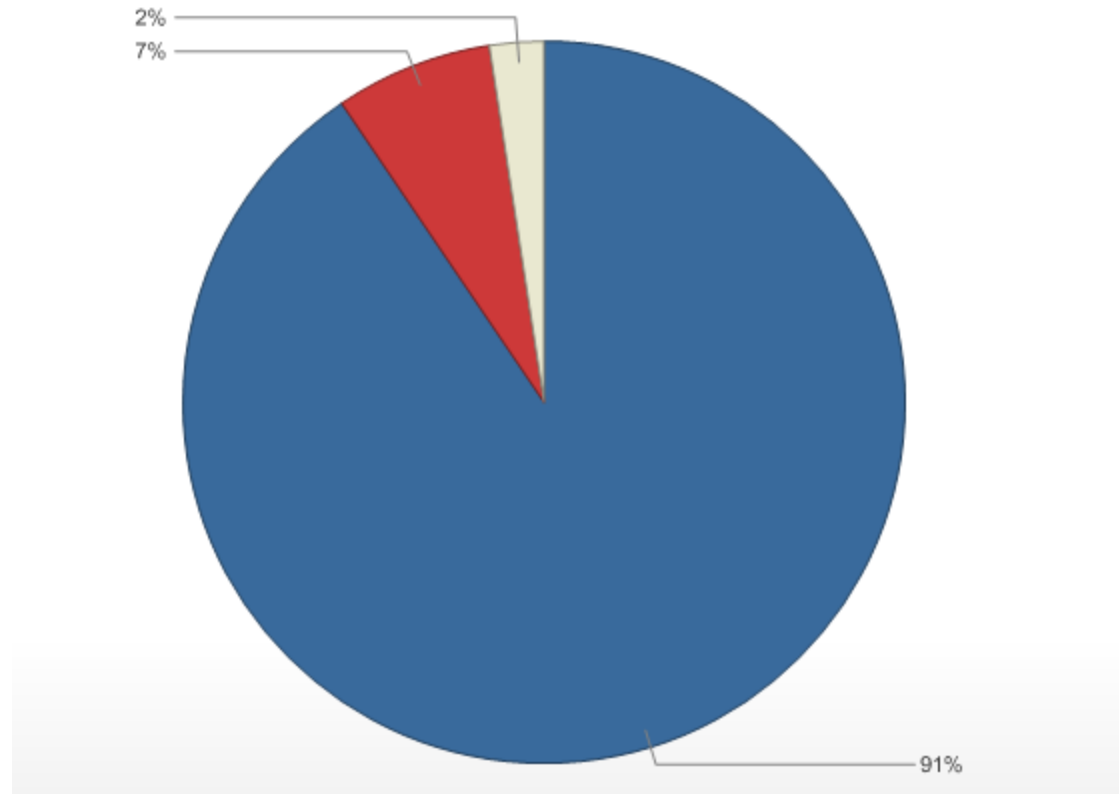


# Family Climate Survey Results

## April 2008- April 2012

**I am able to comply with my child's discharge plan.**

1,452  Yes    113  No    39  Not recorded



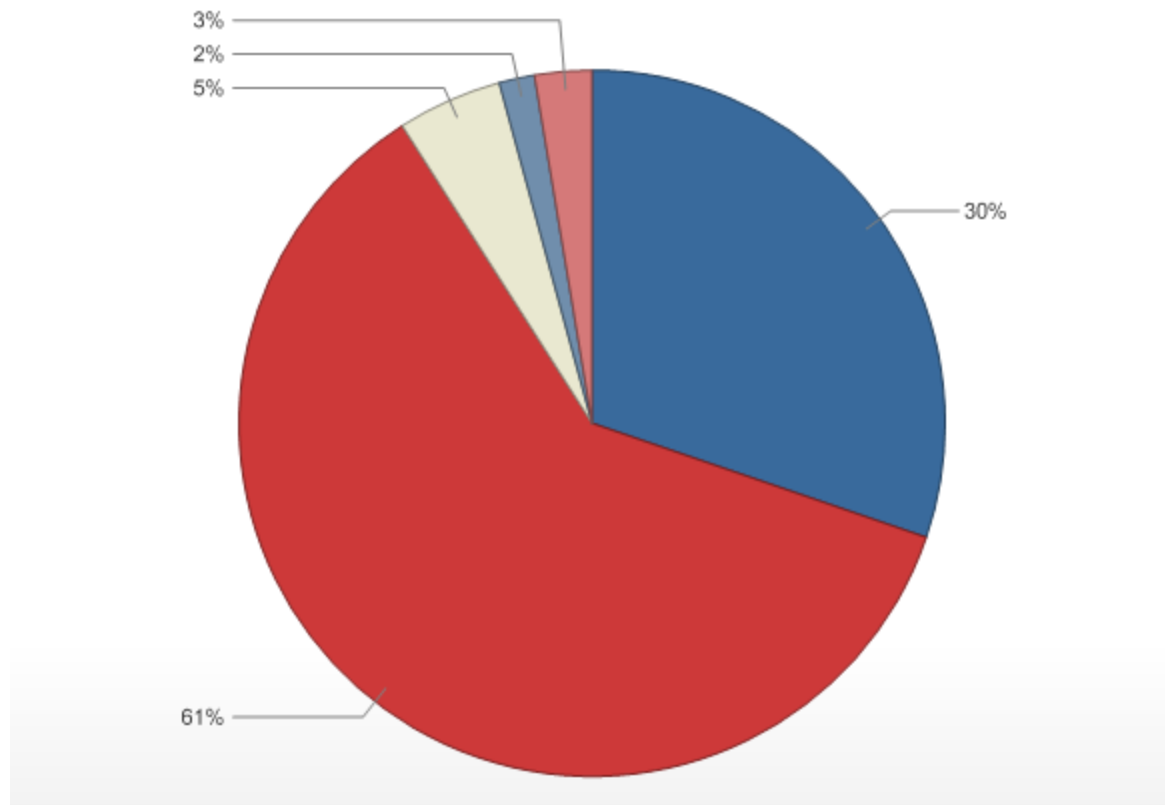


# Family Climate Survey Results

## April 2008- April 2012

**The program meets my child's cultural needs.**

485 Strongly agree 974 Agree 77 Disagree 26 Strongly disagree 42 Not recorded







# Current National Initiatives

- **OJJDP – Family Engagement Listening Sessions**
- **Campaign for Youth Justice**
  - Family Council and Family Resource Center
- **Justice for Families**
- **Center for Juvenile Justice Reform**
  - Report: *Safety, Fairness, Stability: Repositioning Juvenile Justice and Child Welfare to Engage Families and Communities*, May 2011
- **Family Justice Program, Vera Institute of Justice**
  - Report: *Setting an Agenda for Family-Focused Justice Reform*, May 2011
  - Family-Youth Initiative (FYI) with PbS Learning Institute and Public Welfare Foundation



# FYI –Unique Opportunity to break down Myths and Misperceptions

- **Families believe:**

- Facilities/staff blame families for delinquency and behavior problems,
- Staff don't respect families and don't want involved,
- Facilities are dangerous, staff keep kids locked down all day without education, health care; treat kids like adult criminals
- It's hopeless: Impossible to rehabilitate youth and turn their lives around in juvenile facilities!

- **Facility staff and leaders believe:**

- Families blame facilities for system failures and removing kids from homes,
- Families are difficult to contact and don't want contact,
- Families don't understand facilities, disrespect staff, resent staff efforts to take care of kids other public agencies gave up on
- It's hopeless: Impossible to turn lives around when youth go back to families and communities who don't help!



# New PbS Section: Family and Social Supports

- **First initiative for facilities to better partner with families**
- **Goal: To engage and collaborate with families and people who support youths while youths are in custody**
- **Standards:**
  1. **Families and people who support youths are identified and engaged in youths' rehabilitation**
  2. **Families and people who support youths are treated and valued as partners in youths' rehabilitation**
  3. **Families and people who support youths assist with and actively participate in the design and implementation of youths' treatment plans and programming**
  4. **All youths have plans, skills and strategies that draw on relationships for problem-solving and achieving goals.**



# PbS Blueprint Example:

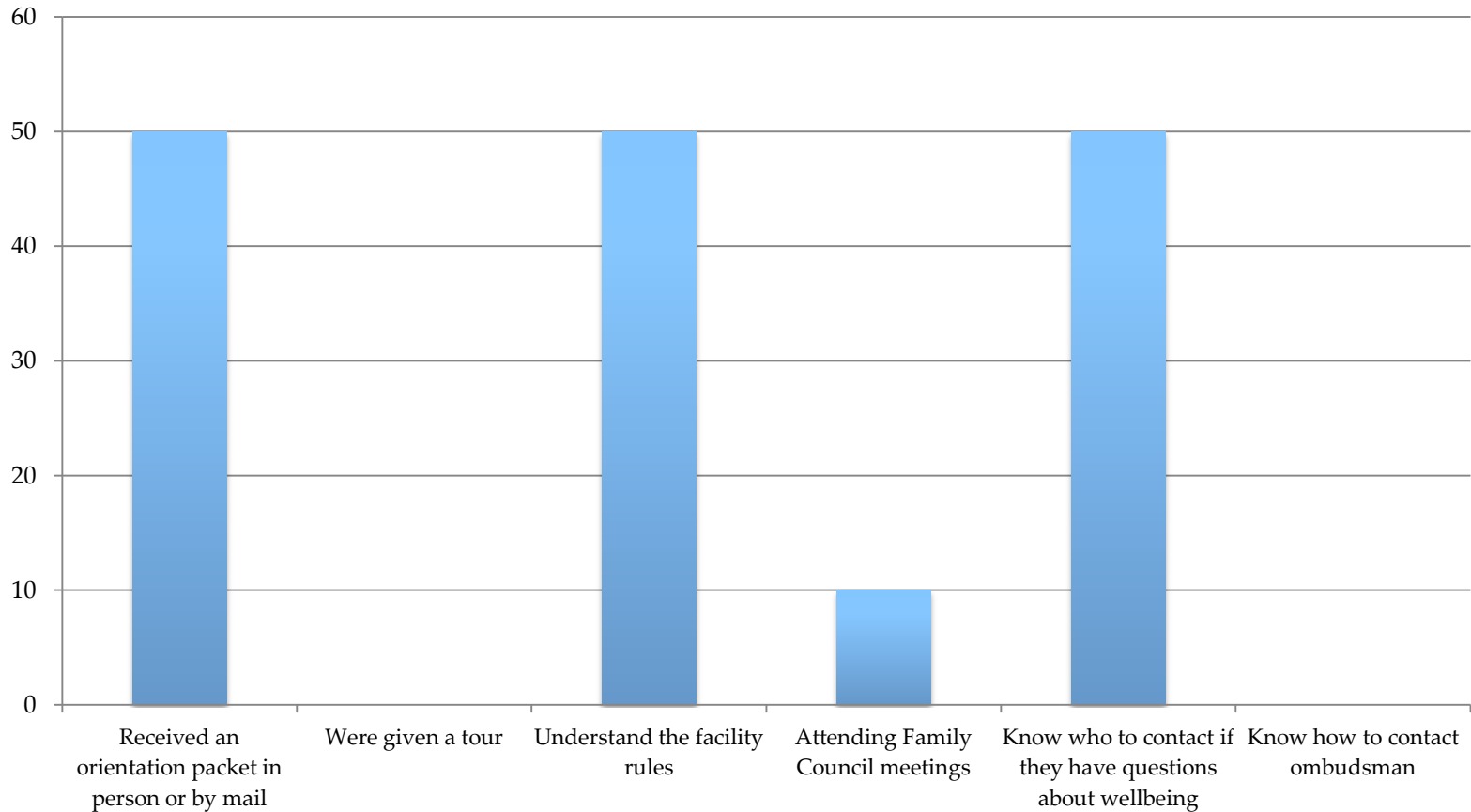
## Standard 2: Families and people who support youths are treated and valued as partners in youths' rehabilitation.

Outcome measures	Supporting data	Practices	Policies
Percent of families and people who support youths reporting staff value their opinion regarding their child's rehabilitation (Family Survey)	Percent of family members and people who support youths who feel welcome at the facility		
	Percent of family members who report that people who support youths other than family are allowed to visit		
	Percent of family members who report staff treat them with respect		
	Percent of family members who report staff make it easier to stay on contact with their child		
Percent of youths who report their family and staff generally get along with each other (YCS)	Percent of youths who reported their family talks with staff regularly.		
	Percent of youths who report their family feels welcome at the facility		
	Percent of youths who report staff talk to them about how their family and friends help them.		
Percent of staff who value family members and social supports as partners in their work with the youths (SCS)	Percent of youths who say staff show their families respect		
	Percent of staff who talk to youths about family and social supports		
	Percent of staff reporting they have better results when working with youths when they include families.		



# Family Engagement

## Percent of family members who:





# Visits and Phone Calls

