

Dynamic Practice Improvements & Assessment Opportunities Resulting from Process Mapping – No Really!

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April 5, 2016 ♦ Dual Status Youth Symposium

DUAL STATUS YOUTH INITIATIVE

Guidebook for Juvenile Justice & Child Welfare System Coordination and Integration

A Framework for Improved Outcomes

Guidebook for Juvenile Justice and Child Welfare System Coordination and Integration: Framework for Improved Outcomes

Wiig, Janet K. and Tuell, John A. with
Heldman, Jessica K., 3rd ed., 2013,
Robert F. Kennedy Action Corps and
Child Welfare League of America
www.rfknrcjj.org

Dual Status Youth – Technical Assistance Workbook

Tuell, John A., Heldman, Jessica, and
Wiig, Janet K., 2013, Robert F. Kennedy
Action Corps
www.rfknrcjj.org

Dual Status Youth – Technical Assistance Workbook

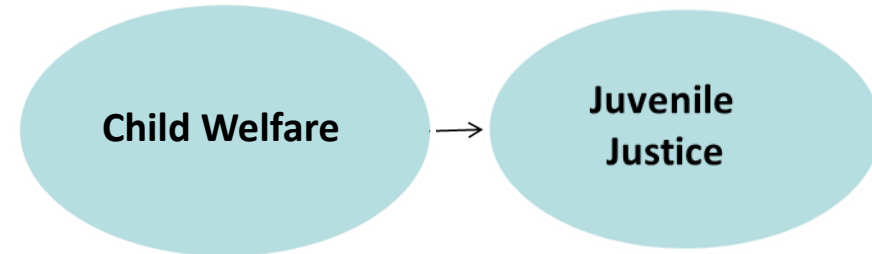
Information Sharing Tool Kit 2nd edition



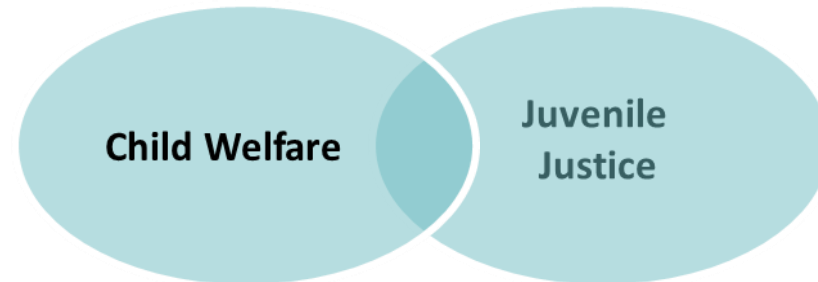
Lourdes Rosado, Riya Shah, Jessica
Heldman, and John, A. Tuell. Juvenile
Law Center and RFK National
Resource Center for Juvenile Justice,
2014. Retrievable at:
www.jlc.org/infosharetoolkit

Dual Status Youth - Definitions

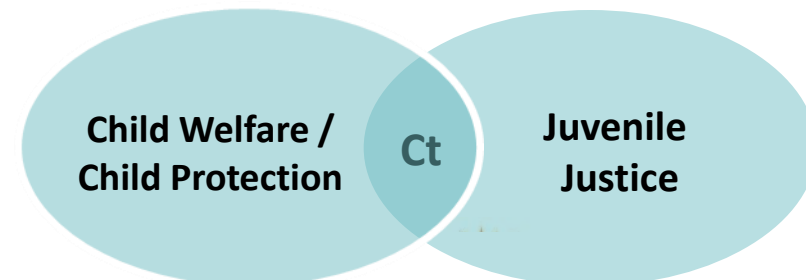
Dually-Identified Youth: Youth who are currently involved with the juvenile justice system and have a history in the child welfare system but no current involvement.



Dually-Involved Youth: Youth who have concurrent involvement (diversionary, formal, or a combination of the two) with both the child welfare and juvenile justice systems.



Dually-Adjudicated Youth: Youth who are concurrently adjudicated in both the child welfare and juvenile justice systems (i.e., both dependent and delinquent)

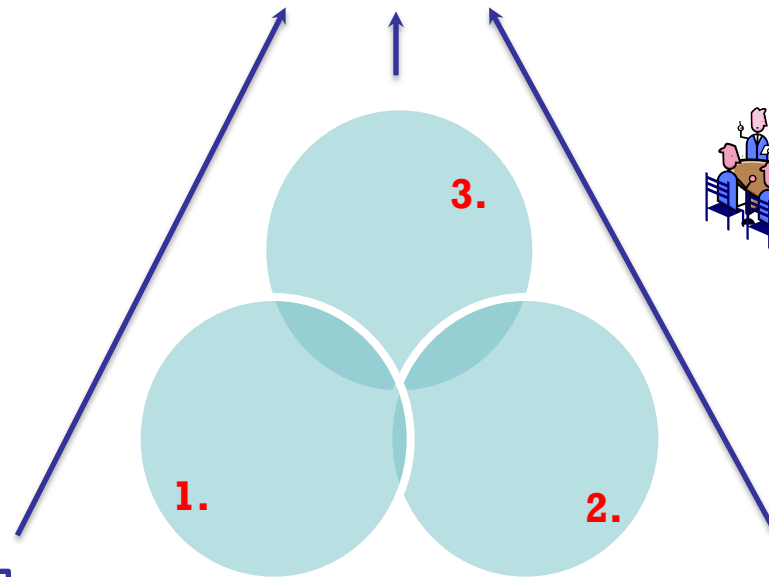


STRUCTURE & GOVERNANCE

Executive Committee

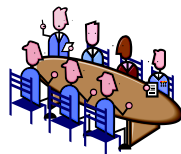


[Governance & Decision-Making / Oversight & Mgmt. of Subcommittees]



3. Law, Policy & Information Sharing Subcommittee

1. Data Collection, Management, & Performance Measurement Subcommittee



2. Resources & Practices Subcommittee



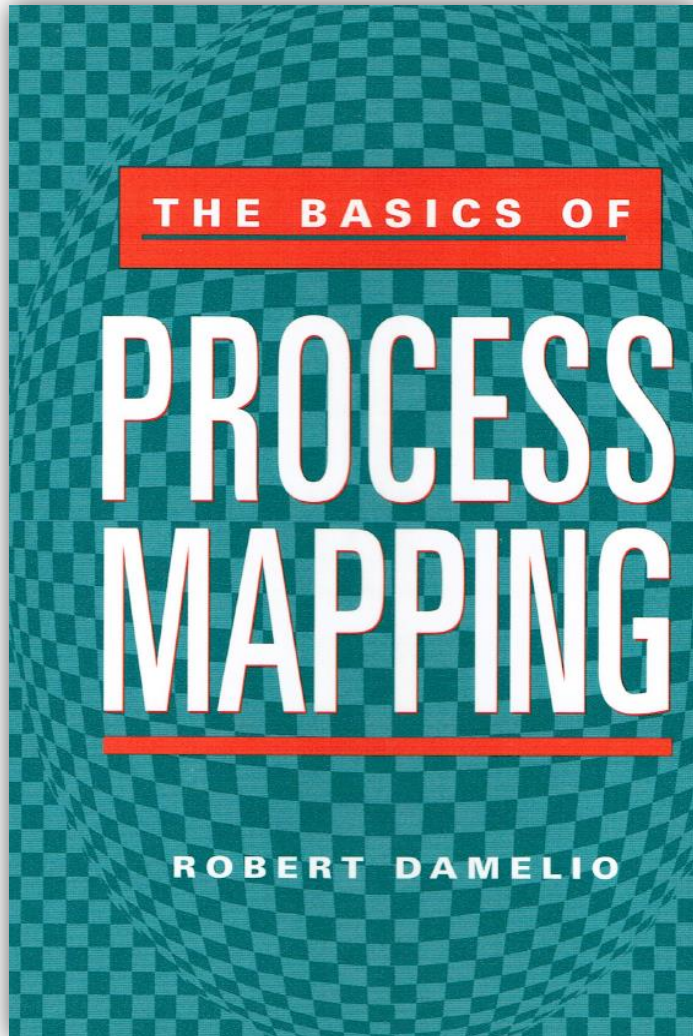
DUAL STATUS YOUTH INITIATIVE

Enhanced emphasis:

- **Early intervention**
- **Alternative response**
- **Trauma screening**
- **Cross-system mapping**
- **Organizational culture change**
- **Family engagement**
- **Performance measurement**
- **Youth outcome clarity**

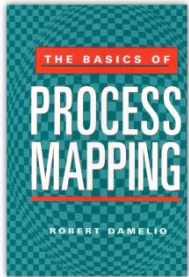


Guidance & Protocol: How To?



The following activities are offered to illustrate what is sought by your engagement in the process mapping activity:

- Understanding of the steps in the various system and court processes
- Identification of what happens (action), who is responsible (decision), and what output or outcome is expected or produced at each step (product)
- Discussion/Assessment of the quantity and/or quality of the information being gathered and used
- Identification of process gaps (time lines, personnel)
- Identification of necessary resources (workforce and program)
- Identification of what is and is not working



Process Mapping: Purposes and Function

- **Accomplished by viewing, or constructing if one does not exist, a case-flow process for the juvenile justice system**
- **Key decision points in the processing of a juvenile case will be identified**
- **Collectively clarify professional staff responsibilities, mandates and expected products and outcomes that support improved decision making at each key step**



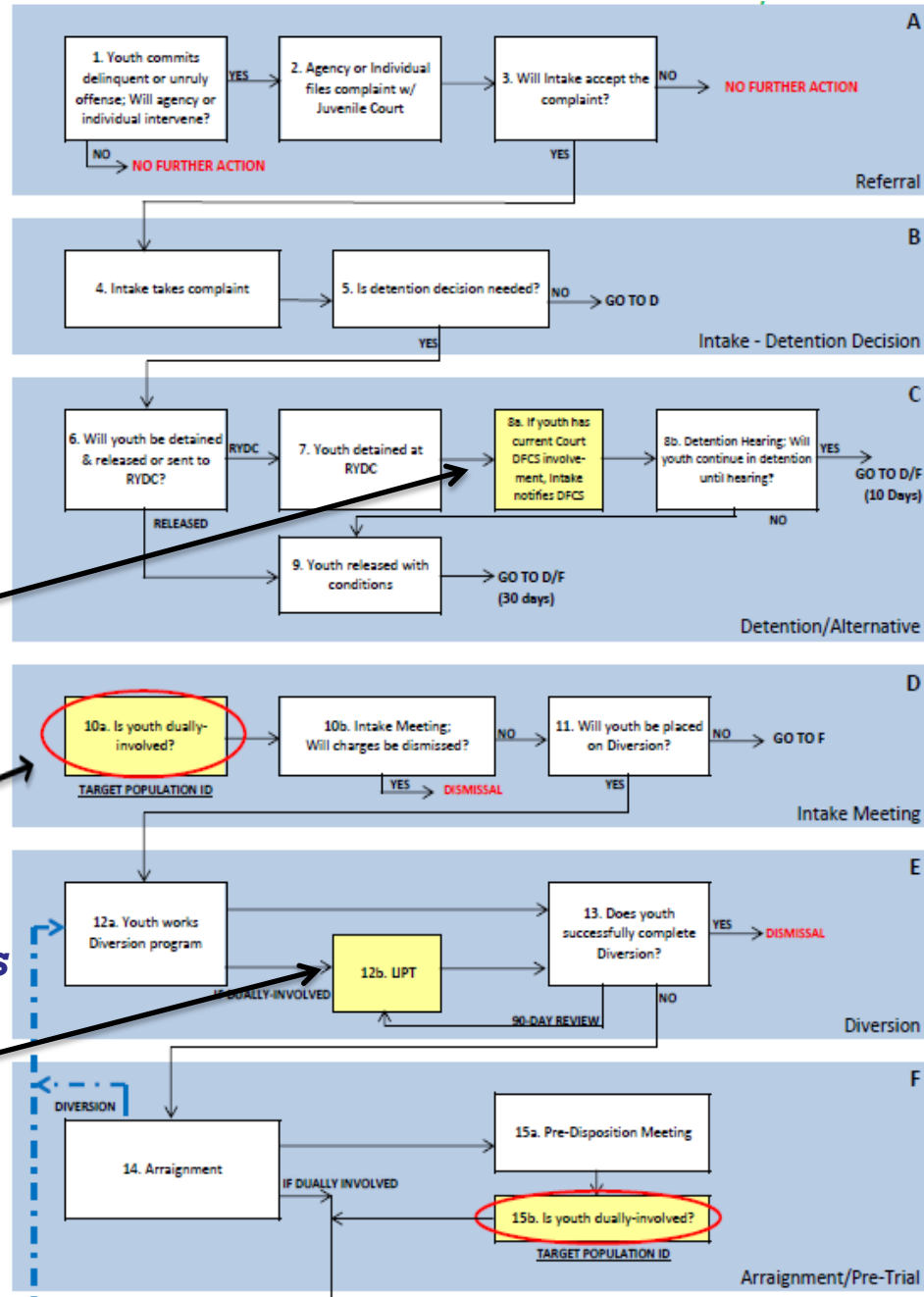
Newton County, GA Process Map

Key Reform Decision Points in Yellow font

8a – Intake ID for legal Sufficiency and review of detention

10a – Intake staffing; use of RNR tools/methods; explore alternative responses

12b – Local Interagency Planning Team





Newton County, GA

Process Map – Narrative

- **Participants**
- **Decisions/Actions**
- **Who Decides/Acts**
- **Criteria**
- **Notes**

A.	Referral
Steps 1, 2 & 3:	Offense Committed; Complaint Filed
Participants:	Youth, Family; DJJ, Law Enforcement, School, Other Court, Individual, DFCS; Juvenile Court
Decisions/Actions:	Youth allegedly commits delinquent or unruly act ; Agency or individual decides whether to make complaint to Juvenile Court; Juvenile Court (Intake) decides whether to accept complaint
Who Decides/Acts:	Youth; DJJ, Law Enforcement, School, Other Court, Individual, DFCS; Juvenile Court
Criteria:	Offense committed; Incident report
Notes:	Complaints may be filed via mail, e-mail, drop box, phone or in person; Intake may discuss charges with law enforcement at time of complaint - this may result in additional charges or an incident report that does not result in a Court referral; Law enforcement identifies case by Eagle # - Intake can view report via Sheriff's GMS; Law enforcement does not always notify court of complaints in drop box - notification delayed; DJJ delivers complaint in person if warrant needed
B.	Intake - Detention Decision
Steps 4 & 5:	Complaint taken; Detention decision
Participants:	Intake Staff
Decisions/Actions:	Intake enters complaint into log; Intake decides if detention decision needed
Who Decides/Acts:	Intake Staff
Criteria:	Specific charges; history
Notes:	Referral received at Court; Ready for routing by Intake
C.	Detention/Alternative
Step 6:	Youth detained; Released or sent to RYDC
Participants:	Intake Staff; Sheriff's Office; Youth
Decisions/Actions:	Intake requests Sheriff's Office to pick up youth; If felony, youth is fingerprinted at Sheriff's Office; Deputy places youth in holding cell; <i>Assessment</i> Intake does <u>DAI</u> , makes decision for release or transfer to RYDC
Who Decides/Acts:	Intake Staff
Criteria:	DAI score; specific charges; history
Notes:	Specific offenses require detention; If after hours, youth held at Sheriff's Office; during business hours youth held at the Court
Step 7:	Youth detained at RYDC
Participants:	Intake Staff; Sheriff's Office; RYDC; Youth
Decisions/Actions:	Intake notifies RYDC & transport (Sheriff's Office); Sheriff's Office transports youth to RYDC; Intake schedules Detention Hearing, notifies ADA, PD, DJJ, Clerk & family (DJJ may assist)
Who Decides/Acts:	Intake Staff
Criteria:	Detention decision (Step 6)
Notes:	Youth may be transported directly from Sheriff's Office or from Court; Newton County youth are normally routed to Sandersville RYDC; if bed unavailable, Sandersville will find alternative detention location

Recommended Practices & Products for Handling Dual Status Youth

Practices

- ☑ Development of individual outcomes for each youth focused on competencies and connections to family and community
- ☑ Routine identification of dual status youth within a prescribed time frame
- ☑ Use of validated screening and assessment instruments
- ☑ Development and use of a joint assessment process or methodology across systems and in collaboration with the youth and family
- ☑ Identification and development of opportunities for alternatives to formal processing at key decision points

- ☑ Use of a structured process for the consideration of diversion, early intervention, and alternatives to formal processing at the earliest possible opportunity
- ☑ Development of procedures for routine, ongoing contact between probation officers and child welfare workers over the life of each dual status case
- ☑ Employment of coordinated case planning, coordinated court processes, and coordinated case management
- ☑ Focus on family stability, placement stability, and community connections
- ☑ Engagement of families in decision making processes that impact their children as well as in policy and program development decisions that impact cross system handling of all dual status youth

Using Risk Assessments to Make Supervision and Service Decisions Throughout the Life of a Case

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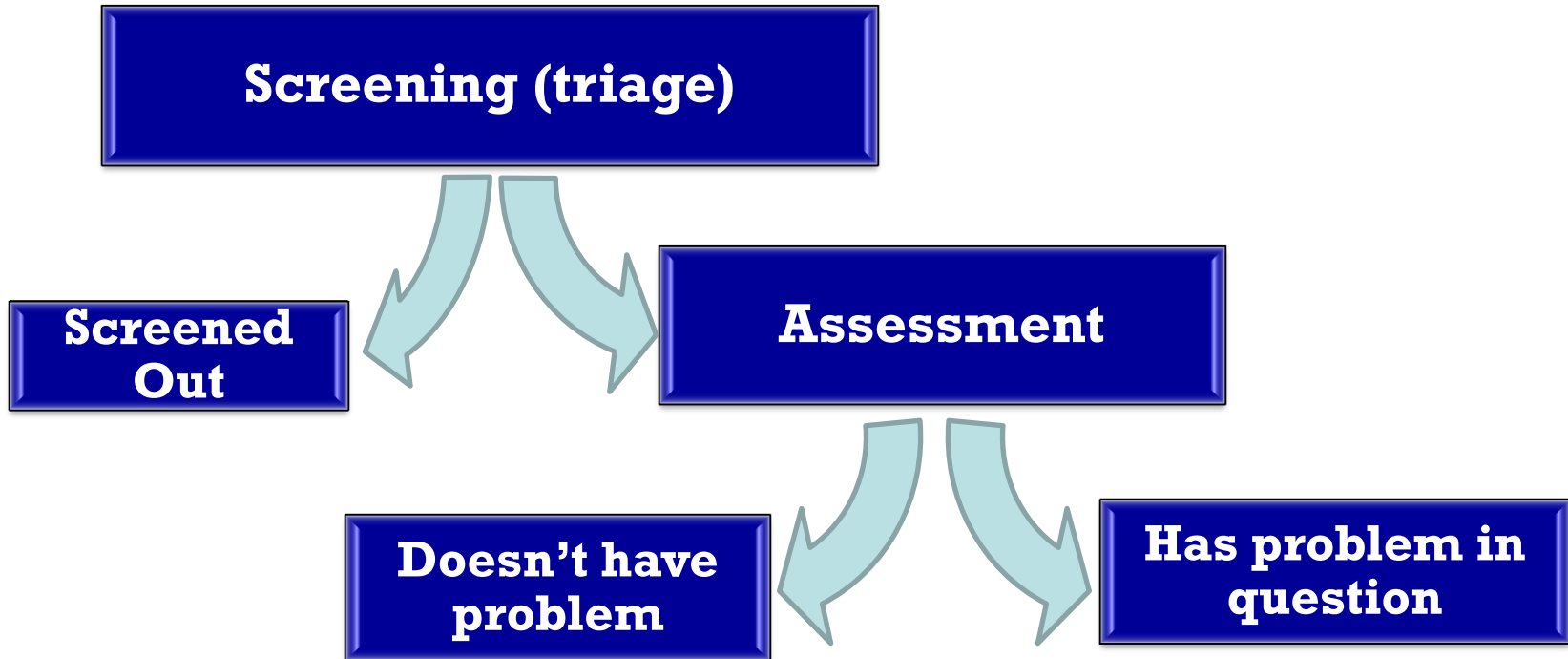
**Associate Professor, UMass Medical School
Co-Director, Law & Psychiatry Program**



MacArthur Foundation



Screening vs. Assessment

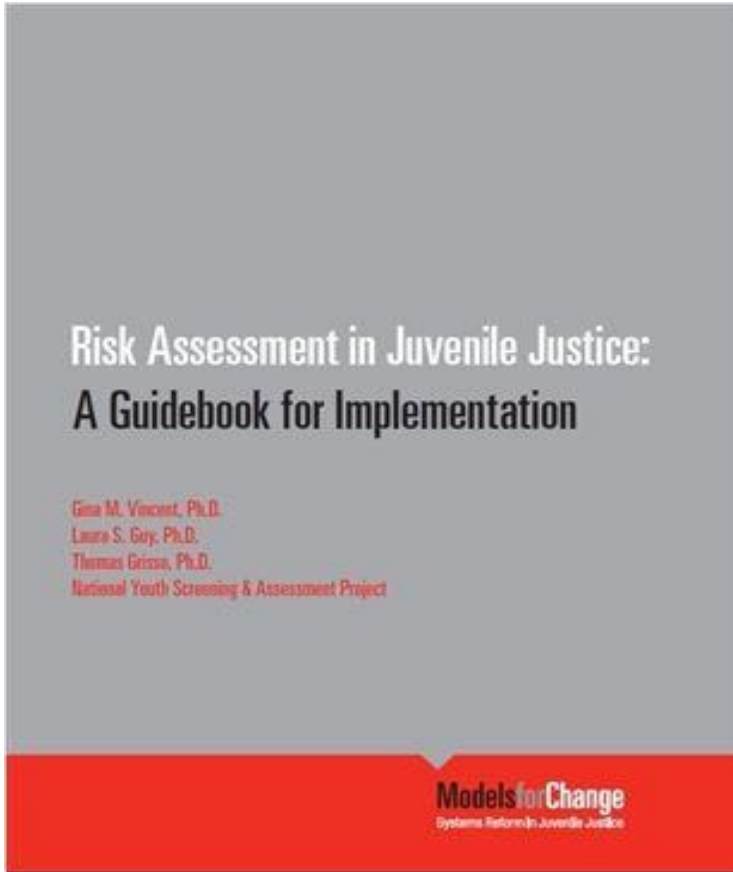


How Screening and Assessment are Conducted

- **Must be performed with standardized tools**
 - **“Standardized:” Structured and manualized**
 - Same data collected in every case
 - Always collected in exactly the same way

- **Tools must be “evidence-based”**
 - **“Reliable:” Evidence they produce dependable scores**
 - **“Valid:” Evidence that they measure what they claim (For risk – refers to evidence that it ‘*predicts*’ reoffending)**
 - **Relevant**
 - **Feasible**

Steps To Effective Implementation



8 Steps to Implementation

1. Getting ready
2. Establish buy-in
3. Select tool
4. Develop policies & case plan format
5. Staff training
6. Pilot test
7. Full implementation
8. Sustainability/Data

Vincent, Grisso, & Guy (2012) Funded by
MacArthur Foundation

**Risk assessment
&
risk-need-responsivity (RNR)**

Risk Assessment Comes in Different Forms

- **Brief versus comprehensive**
- **Different purposes and different decision-points where it is used.....**
 - Diversion eligibility
 - Appropriateness for Pre-trial detention
 - Dispositional and case planning/treatment needs
 - Release/re-entry
- **Actuarial (formulaic) vs. Structured Professional Judgment**
- **“Off-the-shelf” vs. “home-grown”**

Risk Factors In Comprehensive RAs

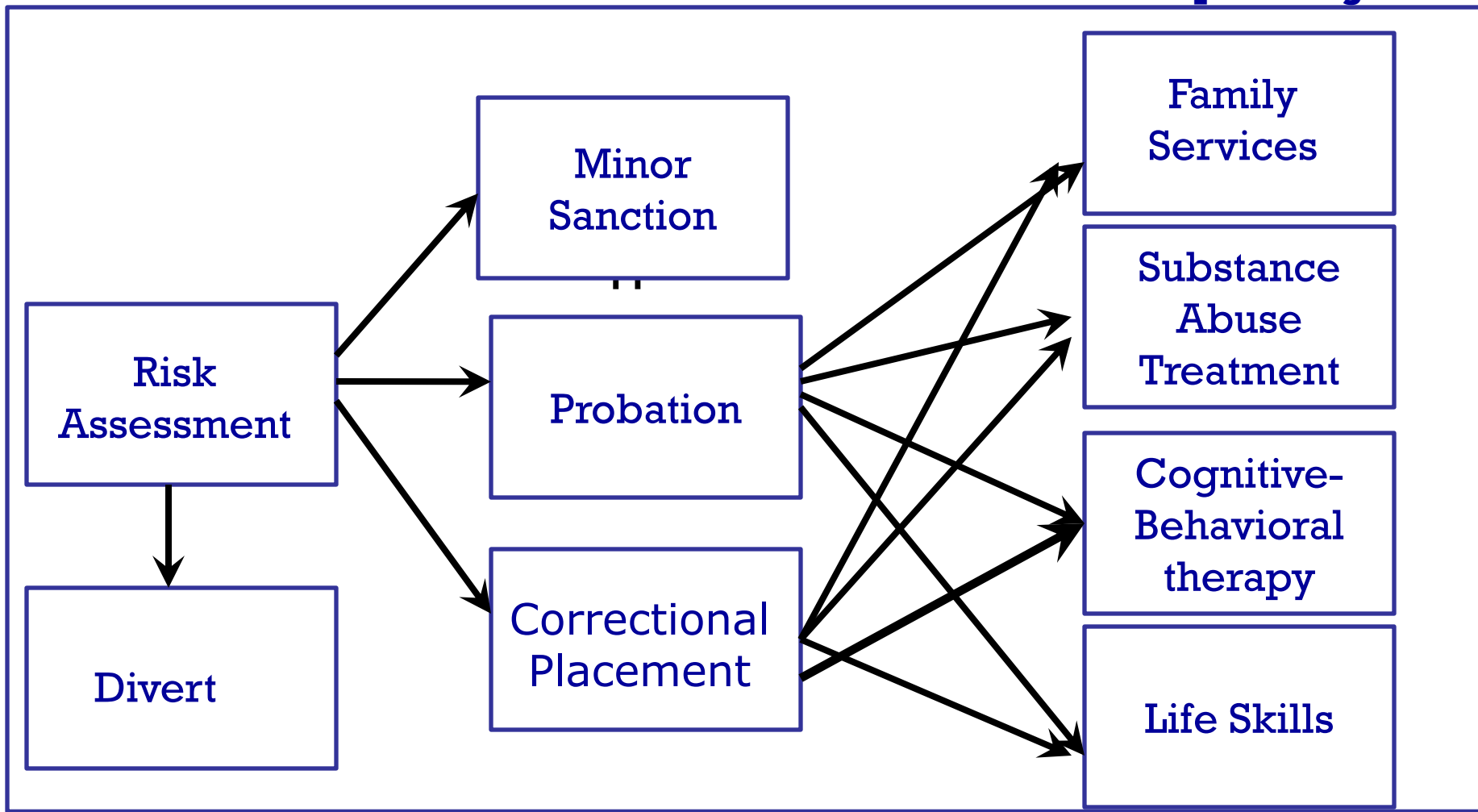
- Anything that increases the likelihood of reoffending.
- Two types:
 - **Static Risk Factors** – do not change
 - **Dynamic Risk Factors** (*Criminogenic Needs*) – can change
 - Antisocial attitudes/orientation
 - Disruptive behavior problems/Personality traits
 - Family dynamics/parenting
 - Substance abuse
 - Poor school achievement
 - Negative peer associations
- Both types are important for measuring risk
- **Protective Factors** – buffer the risk

Continuity Of The Risk Assessment & Case Plan Is Essential

Pre-Adjudication

Pre-Disposition

Post-Disposition & Re-entry Case planning

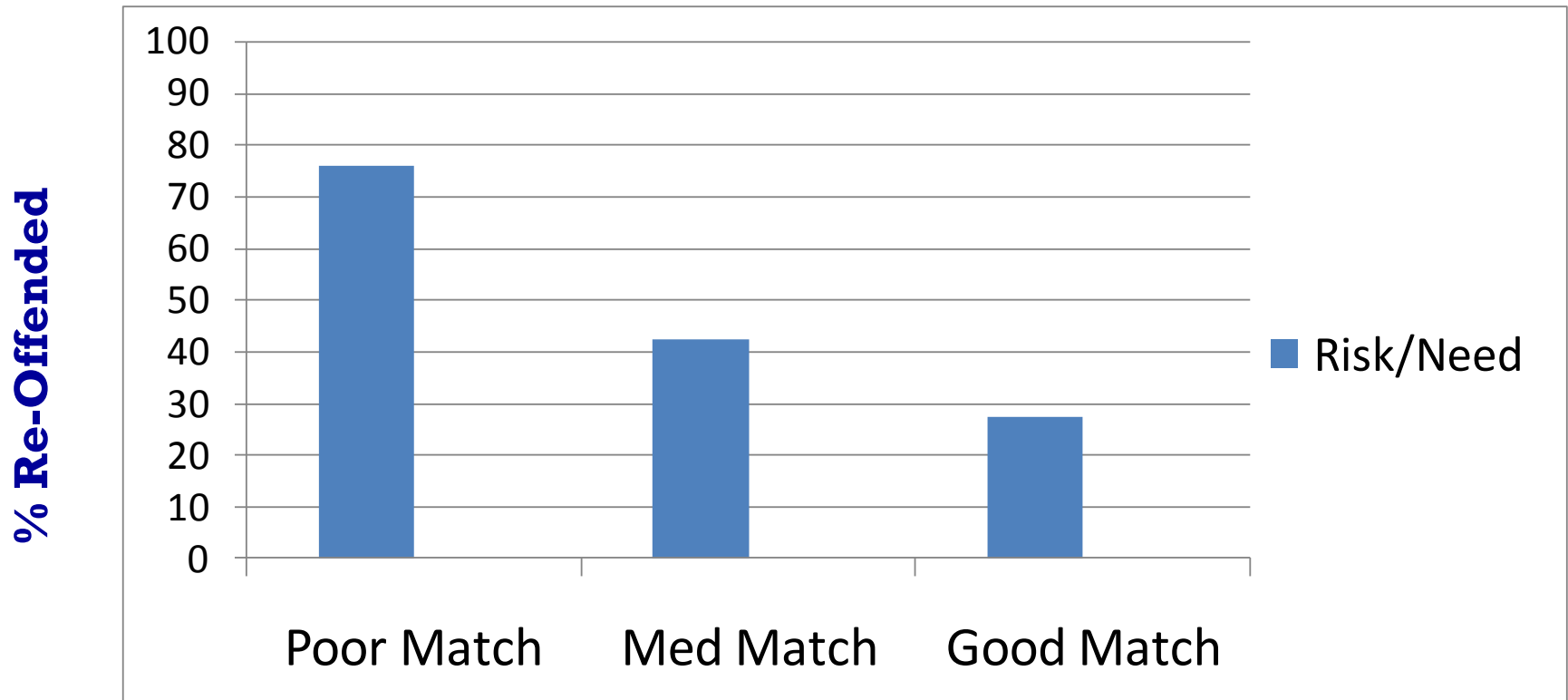


Risk-Needs-Responsivity (RNR) Approach

Effective and individualized case management requires valid assessment & RNR principles:

- **Risk** – Match the intensity of the intervention with one's level of risk for re-offending
- **Need** – Target dynamic or changeable risk factors (aka *criminogenic needs*)
- **Responsivity** – Match the mode & strategies of services with the individual

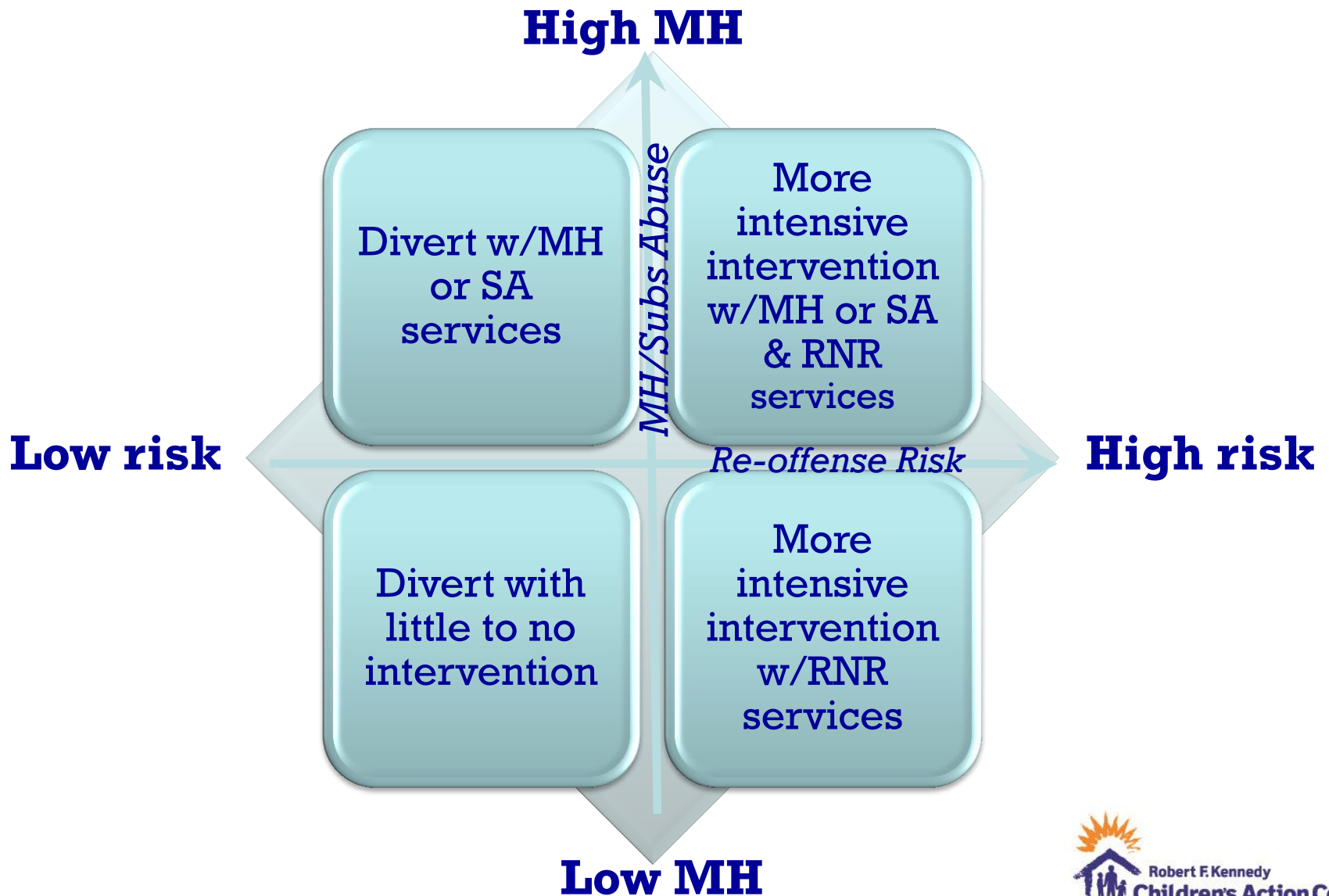
Using Risk Assessment to Match Services and Needs: Risk Reduction (Vieira et al., 2009)



Match based on # of services given in response to a youth's criminogenic needs

Combining Risk & Behavioral Health

(adapted from NCMHJJ)



Widely-Used MH & SA Screening Tools

10 minute tools with both MH and substance use screening features

- **MAYSI-2: Massachusetts Youth Screening Instrument-Second Version**
 - **Used statewide in 44 states in juvenile justice probation, detention or juvenile corrections systems**

- **GAIN-SS: Global Appraisal of Individual Need - Short Screen**
 - **Used in diverse range of child services settings throughout U.S.**

Substance use only

- **CRAFT:**
 - **Short 6-item interview for youth under age 21**

Selecting Services For Case Plan Service Matrix (partial)

Criminogenic Need Areas

Risk Level

	Substance Abuse	Family/ Parenting	Disruptive Beh./Person
Low risk	None	Support family to monitor youth	None
Moderate	Outpatient Individual counseling	Strengthening families Active parenting	Courage2Change Thinking for a Change
High risk	Intensive outpatient Inpatient if needed	FFT MST (if other risk factors too) Therapeutic foster care if serious	CBT, ART, MRT MST, Possible residential

Recommendations

- **Risk assessment + RNR can be used to conserve resources and improve outcomes for youth while still protecting public safety**
 - Impact will vary based on the **quality of implementation & site characteristics**
- **Implement the risk & need principles in all areas of case management**
- **Try not to treat mental/behavioral health in isolation without treating the risks**

Process Mapping

➤ Step 1: Pre-planning

- Determine committee membership
- Gather (or create) maps for existing processes

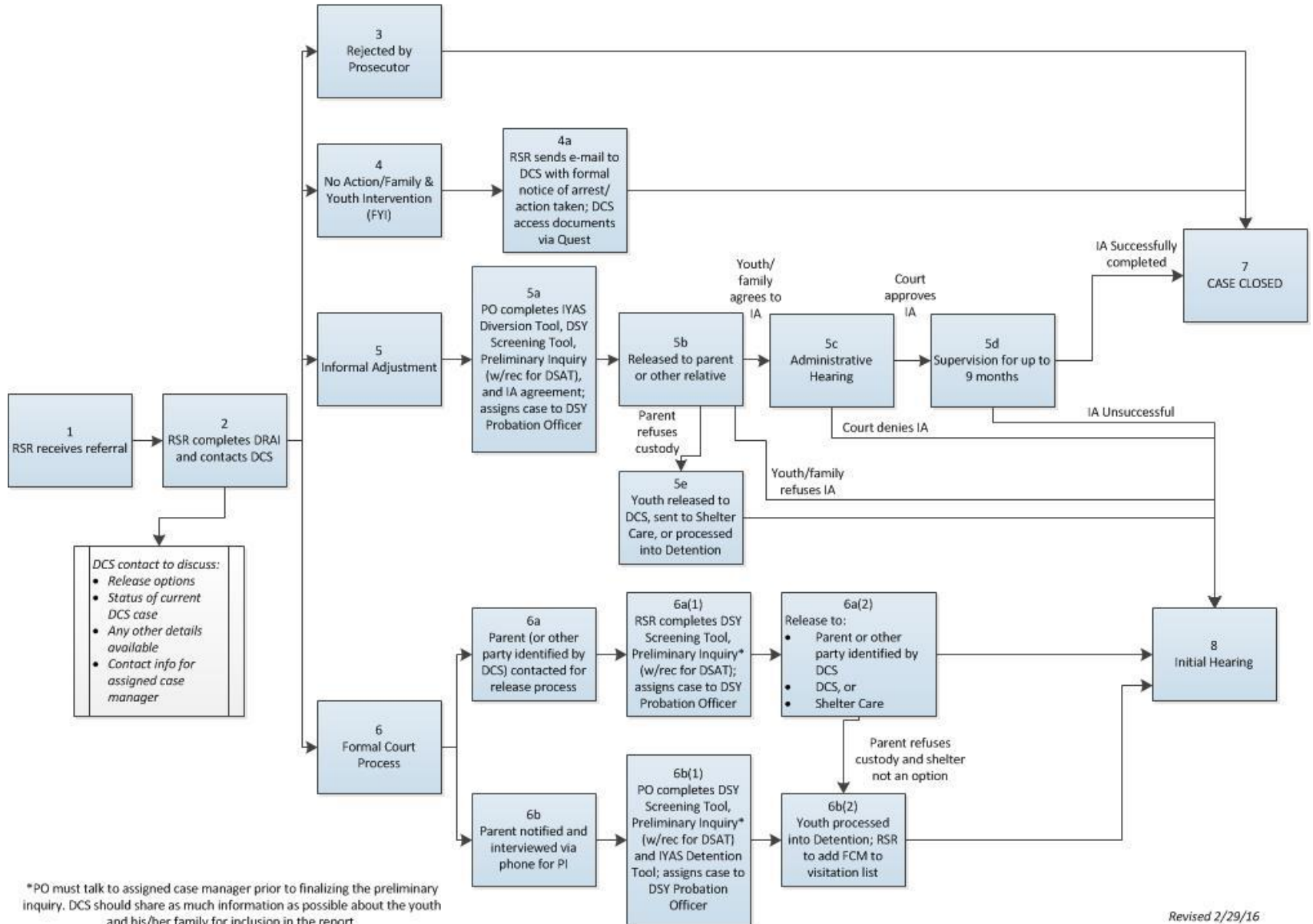
➤ Step 2: First meeting

- Clarify expectations and roles of members
- Use existing process map as a starting point
- Start to identify areas where collaboration can/should occur

➤ Step 3: Ongoing meetings

- Continually revise (and then do it again, and again, and again....) maps and narrative
- Focus on details of collaboration including new processes, policies, practices, etc.
- Full committee work vs. small group/individual work between committee meetings

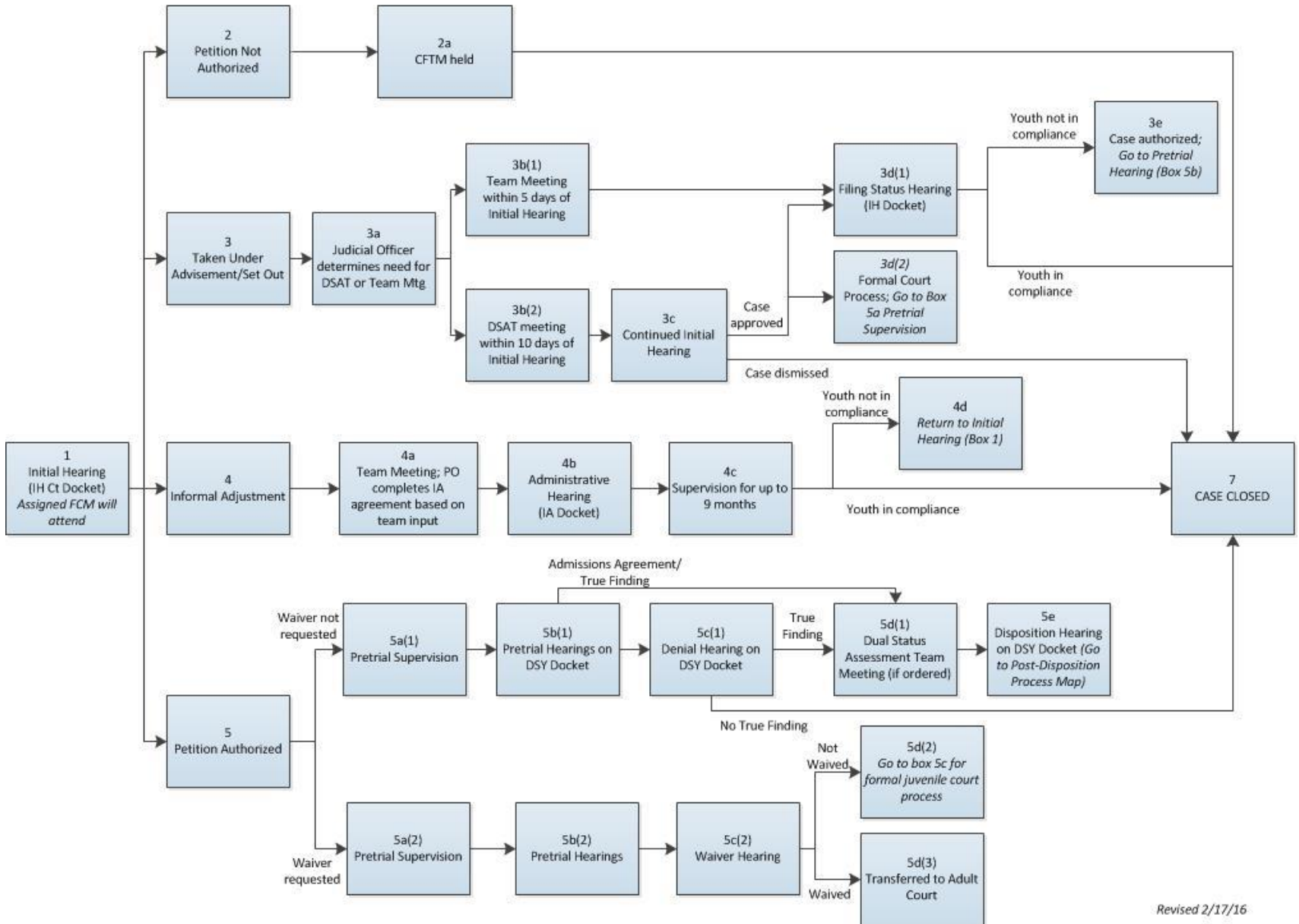
MAP 1: INTAKE THROUGH INITIAL HEARING
Dual Status Cases (Where CHINS Youth Is Arrested)



*PO must talk to assigned case manager prior to finalizing the preliminary inquiry. DCS should share as much information as possible about the youth and his/her family for inclusion in the report.

Revised 2/29/16

MAP 2: INITIAL HEARING THROUGH DISPOSITION
Dual Status Cases (Where CHINS Youth is Arrested)



Revised 2/17/16

STEP	RESPONSIBLE PARTY/PARTIES INVOLVED	NARRATIVE DESCRIPTION
1	RSR Probation Officer	RSR receives referral (either in person or through a paperwork referral)
2	RSR Probation Officer	<p>RSR completes the standard intake process which includes the DRAI (Detention Risk Assessment Instrument). They also contact DCS to obtain the following:</p> <ul style="list-style-type: none"> • Release options (if deemed eligible for release per DRAI) • Status of current DCS case • Contact info for assigned case manager (if speaking with the on-call supervisor) • Any other details available about the CHINS case
3 – Rejected by Prosecutor		
3	Prosecutor	Delinquency case is rejected by the Prosecutor; case is closed (Box 7)
4 – No Action/Family & Youth Intervention (FYI) Program		
4a	RSR Probation Officer	<p>RSR releases youth per DCS guidance; RSR sends e-mail to DCS case manager with formal notice of arrest and action taken; DCS case manager can utilize the info from RSR to identify the need for additional services; delinquency case is closed (Box 7)</p> <p><i>NOTE: DCS can access copies of all related documents via Quest</i></p>
5 – Informal Adjustment		
5a	RSR Probation Officer	<p>RSR PO completes IYAS Diversion Tool, Preliminary Inquiry, DSY Screening Tool, and IA agreement; assigns case to DSY Probation Officer</p> <p><i>NOTE: PO must talk to the assigned case manager directly prior to finalizing the preliminary inquiry.</i></p>
5b	RSR Probation Officer	<p>RSR releases youth per DCS guidance and reviews IA agreement with youth and family</p> <ul style="list-style-type: none"> • If youth & family agree to IA, go to Box 5c • If parent refuses custody, go to Box 5e • If youth & family do not agree to IA, go to Box 8
5c	IH Judicial Officer	<p>Judicial Officer reviews delinquency case and accepts or denies IA</p> <ul style="list-style-type: none"> • If accepted, go to Box 5d • If not accepted, go to Box 8
5d	DSY Probation Officer	<p>DSY Probation Officer supervises the IA for up to 9 months</p> <ul style="list-style-type: none"> • If IA is successfully completed, the delinquency case is closed (Box 7) • If IA is not successfully completed, case is set for Initial Hearing (Box 8)
5e	RSR Probation Officer	<p>If the parent refuses custody, youth is released to DCS and sent to Shelter Care; if not eligible for shelter care, youth is admitted to detention. Delinquency case is set for initial hearing (Box 8)</p>

Process Mapping Outcomes

- **Better understanding of how the systems work**

- **Clear expectations for staff in both systems**
 - Communication: Initial and ongoing
 - Collaboration
 - Supervision, referrals, etc.

- **Processes/policies to refer to when questions arise**