Continuous Quality Improvement

Pennsylvania's Experience and Approach

pennsylvania
JUVENILE COURT JUDGES' COMMISSION

A Presentation Prepared for the
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for Juvenile Justice
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Presenter Introduction

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Agenda

1. An Introduction to Pennsylvania's Juvenile Justice System

2. Preparing for the Implementation of Formalized Quality Assurance and Continuous Quality Improvement Processes
   a) Doing our homework
   b) Statewide Implementation
   c) County-Specific Implementation

3. Refinement of Pennsylvania's QA/CQI Processes

Key Takeaways

- Difference between quality assurance and continuous quality improvement.
- Awareness of the critical foundational components to implement a formalized CQI Process.
- Insight into how and why a formalized CQI Process can vary between juvenile probation departments.
- Refining a formalized CQI Process to ensure ongoing performance improvements.
- Resources and contact information.

Pennsylvania's Juvenile Justice System

An Introduction
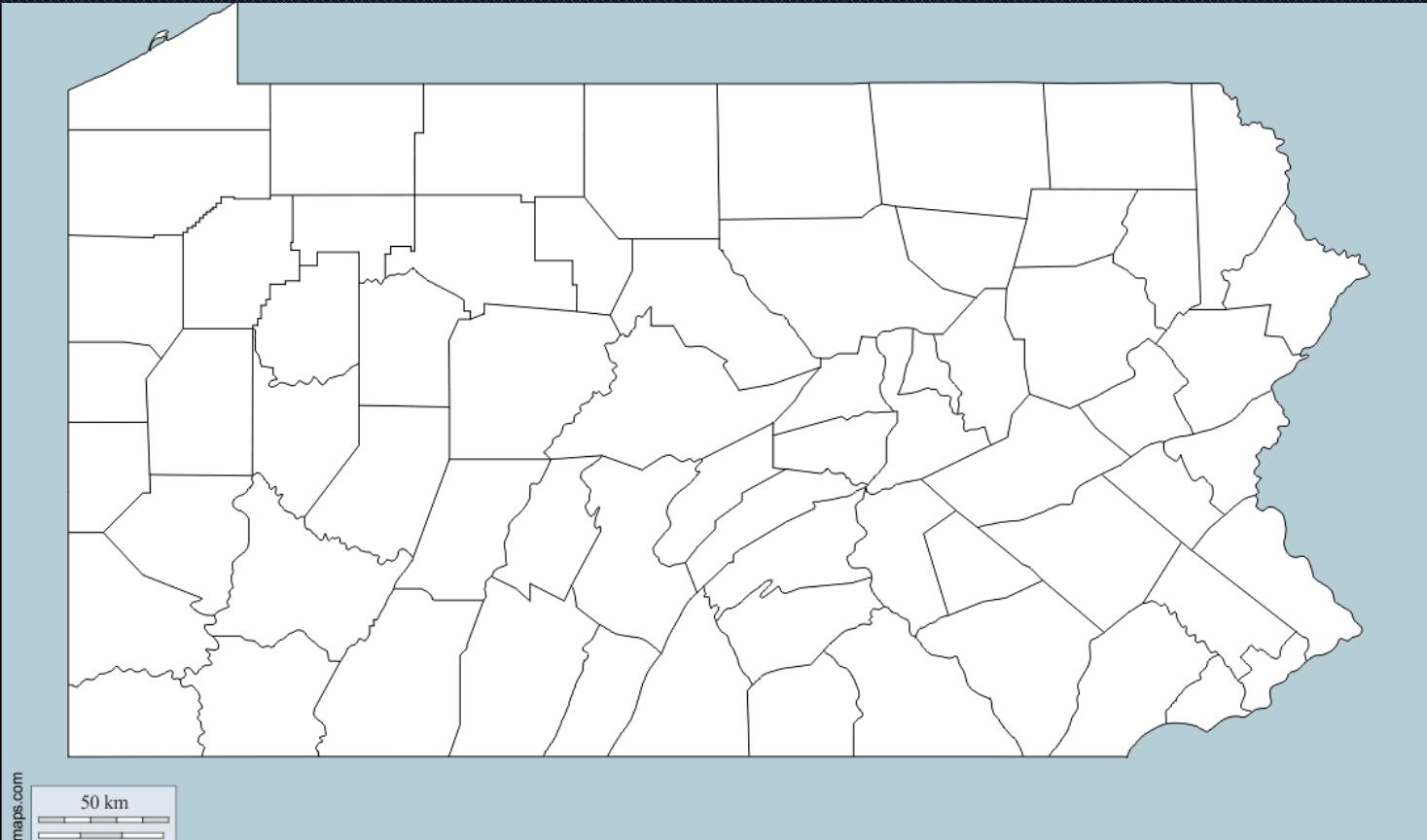
Pennsylvania Juvenile Justice System

- Decentralized system

- 67 counties and 60 separate judicial districts

- 2019 Population: 12,801,989

- 2019 Juvenile Population: 1,210,636

- 2020 Dispositions: 14,460

- Dispositions: 56% decline over past ten years (2011-2020)

- Juvenile Court judges and county probation officers handle cases following arrest through case closing; responsible for all facets of supervision and service provision oversight

- Service Providers – large array, primarily private, non-profit (community-based and residential)
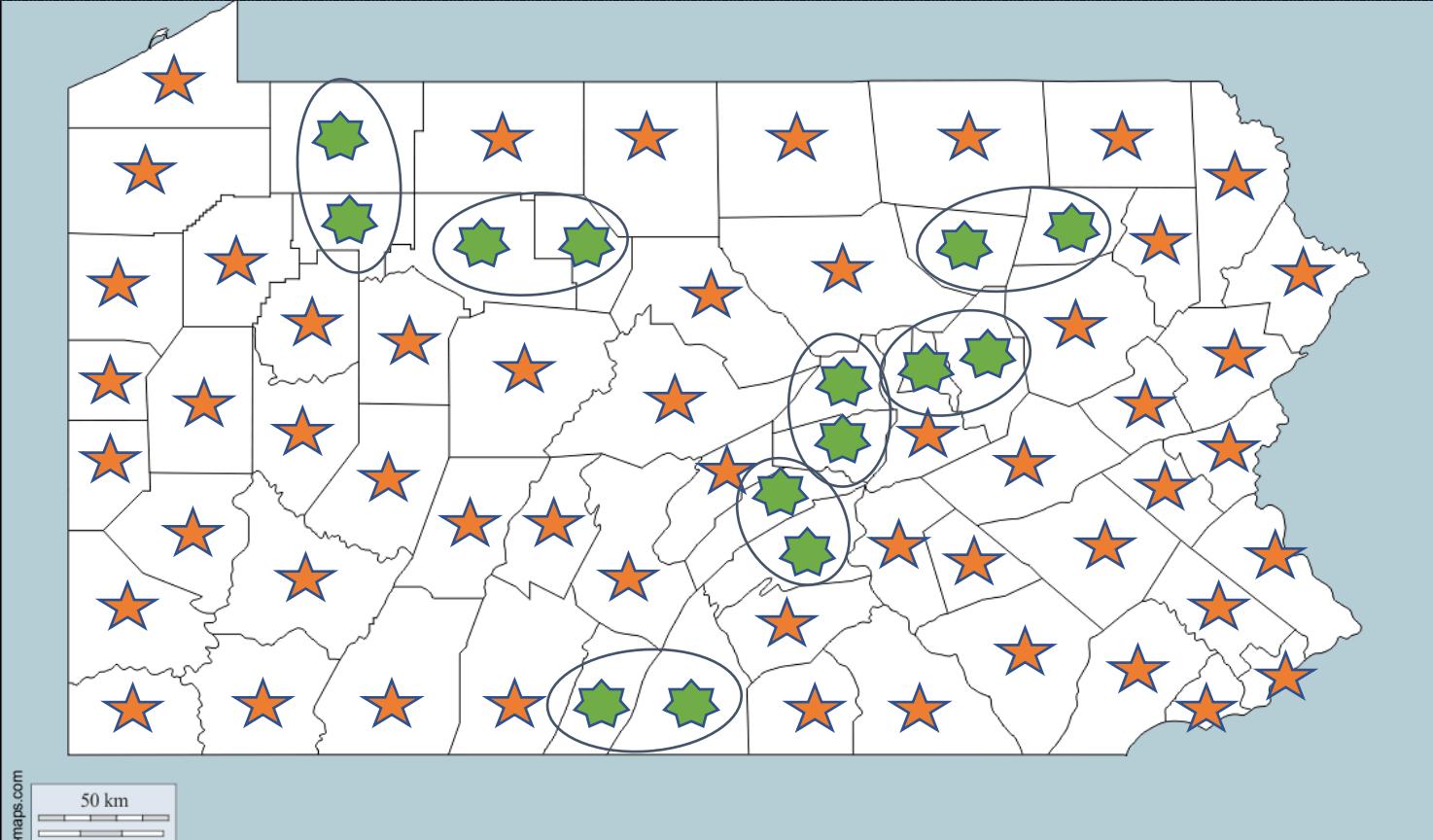
Pennsylvania Juvenile Justice System

- Decentralized system
- 67 counties
  - 60 separate judicial districts
  - 7 joint judicial districts

Key Relationships

- Juvenile Court Judges' Commission
- Juvenile Court Section of the Pennsylvania Conference of State Trial Judges
- Pennsylvania Council of Chief Juvenile Probation Officers
- Juvenile Justice and Delinquency Prevention Committee of the Pennsylvania Commission on Crime and Delinquency
- County Juvenile Court/Probation Departments
- Service Provider Organizations and Agencies
- Public Defender/Juvenile Prosecutor Networks

Purpose of Pennsylvania's Juvenile Justice System

Act 33 of the Special Crime Session of 1995 included amendments to our Juvenile Act to include language now widely known as Balanced and Restorative Justice. With this, Pennsylvania became the first of what has become many states to incorporate BARJ as the statutorily mandated mission of the juvenile justice system.

Balanced and Restorative Justice (BARJ) Mission 42 Pa.C.S. §6301 (b)(2)

Consistent with the protection of the public interest, to provide for children committing delinquent acts programs of supervision, care and rehabilitation which provide balanced attention to:

- the **protection of the community**,

- the imposition of **accountability for offenses committed** and

- the **development of competencies** to enable children to become responsible and productive members of the community.
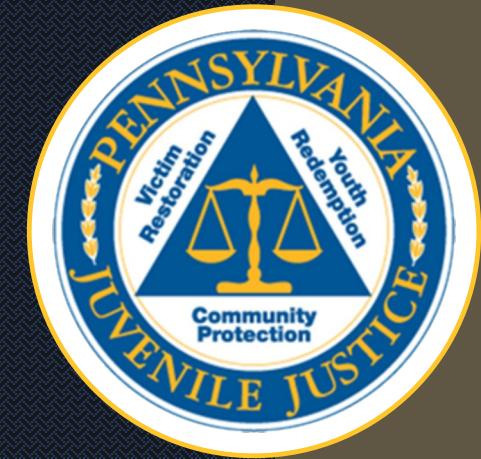
JJ Reform Initiatives

MacArthur Foundation's *Models for Change* initiative (2005-2010)
- Aftercare
- Mental Health / Juvenile Justice-involved youth
- Disproportionate Minority Contact

Annie E. Casey Foundation's *Juvenile Detention Alternatives Initiative (2011)*
- Juvenile Detention Risk Assessment Instrument

Center for Juvenile Justice Reform at Georgetown University (2011)
- Standardized Program Evaluation Protocol (SPEP)
- Serious, Chronic and Violent Offender Recidivism Analysis

Council of State Governments (2014)
- Positioning Juvenile Justice Systems to Track and Use Data on Recidivism and Other Youth Outcomes Pilot Project

Office of Juvenile Justice & Delinquency Prevention (OJJDP) (current)
- Second Chance Act Demonstration Project

Council on Reform – Governor Wolf (2019)

Interbranch Juvenile Justice Task Force (2020)

Juvenile Justice System Enhancement Strategy (JJSES)

- Designed to organize / sustain "lessons learned" from various initiatives begun under Pennsylvania's Models for Change initiative, while incorporating other evidence-based practices.

- Perhaps the most comprehensive juvenile justice reform strategy in the country.

- Concept of the JJSES "born" in June 2010.

JJSES Statement of Purpose

We dedicate ourselves to working in partnership to enhance the capacity of Pennsylvania's juvenile justice system to achieve its balanced and restorative justice mission by:

- Employing evidence-based practices, with fidelity, at every stage of the juvenile justice process;

- Collecting and analyzing the data necessary to measure the results of these efforts; and, with this knowledge,

- Striving to continuously improve the quality of our decisions, services and programs.

JJSES Framework

Achieving our Balanced and Restorative Justice Mission
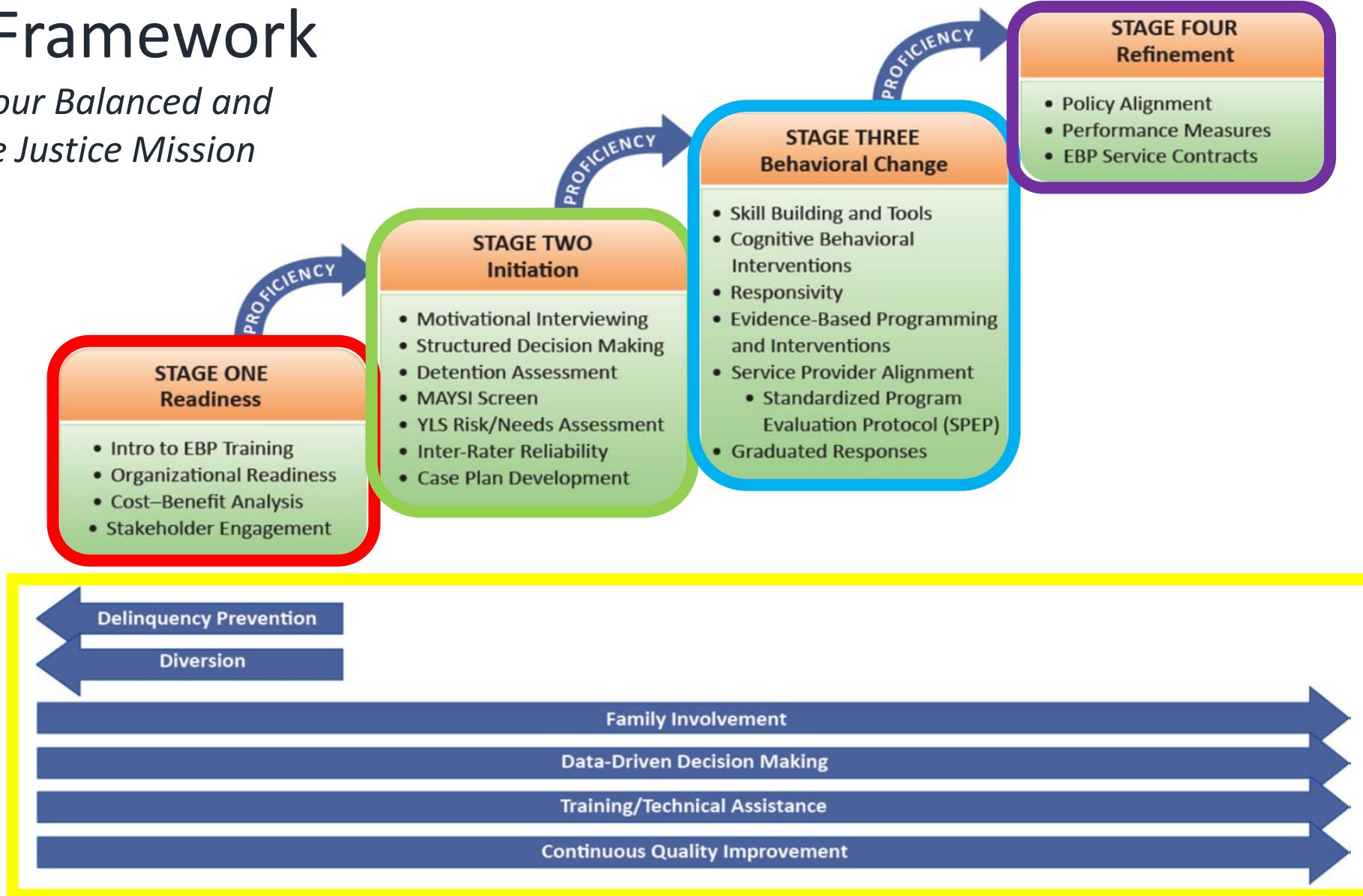
Discussion

How is your juvenile justice system organized?

Have any balanced and restorative justice concepts been implemented?

What forms of evidence-based practices have been integrated to enhance juvenile probation services? For example: Risk/needs assessment, trauma screen, behavioral health screen, case planning, etc.

Preparing
for the Implementation of Formalized Quality Assurance and Continuous Quality Improvement Processes

Doing our homework

QA & CQI

Quality Assurance

Was the activity done?

Continuous Quality Improvements

Was the activity done well?

Prior to Formalized CQI

Less attention to QA

Drift was unmonitored

Services and programs differed (scared straight, boot camps)

Data driven decision making was not as prevalent

Research Says…

1. When departments effectively train their staff in new skill areas, improved outcomes result (Bonta, Bogue, Crowley, & Motiuk, 2001);

2. When they establish internal CQI processes around strategies designed to reduce risk of re-offense, recidivism rates decrease (Lowenkamp & Latessa, 2002); and

3. When they modify their approaches based on the results of their CQI processes, they realize substantially better outcomes, including cost-benefit and effect-size results that are four times greater than those of departments that do not use CQI to improve their processes (Carey, Finigan, & Pukstas, 2008).

Why is QA/CQI Important?

- To reinforce and sustain the implementation of evidence-based practices by analyzing the effectiveness of our implementation process.

- To ensure staff adherence to the fidelity of the various practice models, reducing drift.

- Measuring outcomes, improving outcomes for youth.

- Ultimately enhancing the ability of Pennsylvania's juvenile justice system to achieve its balanced and restorative justice mission.

Evidence-Based Practice

Applying what we know in terms of research to what we do in our work with youth, their families, and the communities in which we live. It is the progressive, organizational use of direct, current scientific evidence to guide and inform efficient and effective services. It is with research evidence and the demonstration of outcomes that PA's JJ system can achieve and confirm the effectiveness of its BARJ mission.

Discussion

What has your experience been using QA or CQI processes?

Has the role of a juvenile probation officer progressed to an evidence-based juvenile probation officer?

Preparing
for the Implementation of Formalized Quality Assurance and Continuous Quality Improvement Processes

Statewide Implementation

Pennsylvania's Critical Starting Points and Considerations

1 Define our purpose for a CQI process.

2 Identify priorities for our first steps.

3 Define structure to support the project.

4 Establish clear deliverables, define goals, and project anticipated outcomes.

5 Identify anticipated barriers.

BARJ & CQI

Community Protection
- Identifying, managing, and minimizing a youth's risk to re-offend

Competency Development
- Building skills, model for youth, fostering competencies

Accountability
- Acknowledging harm, fulfill responsibilities, participate in structured activities

The CQI Process
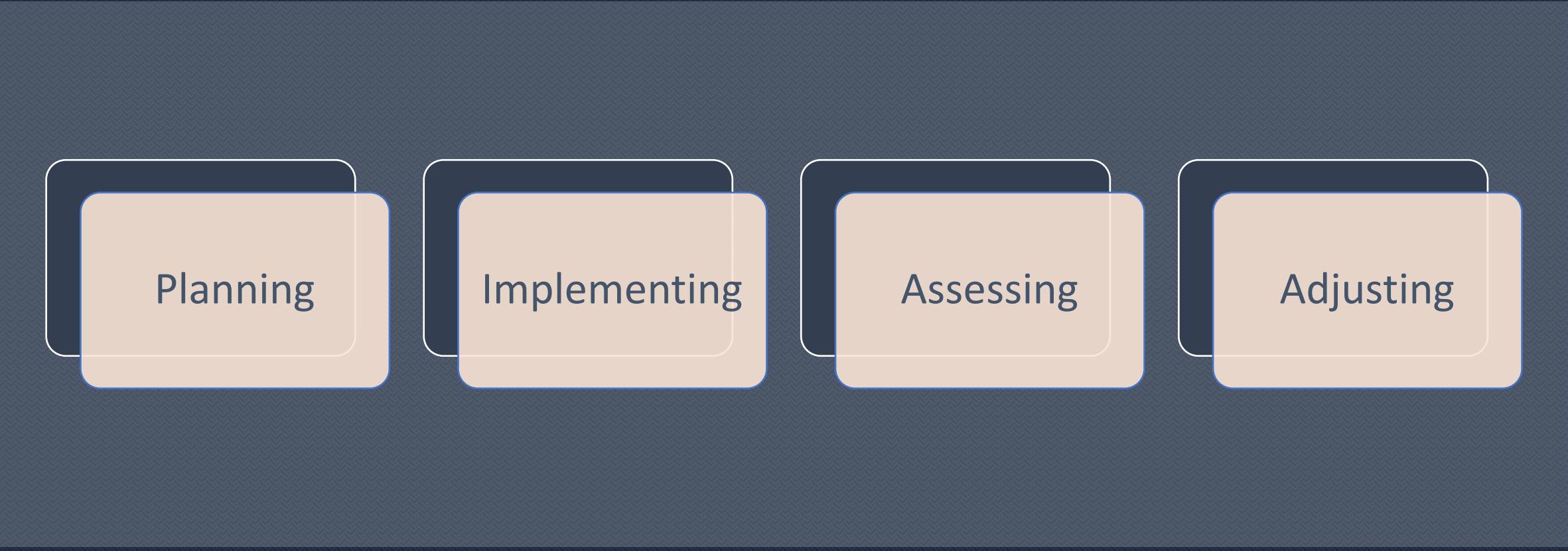
Planning

Implementing

Assessing

Adjusting

JJSES Leadership Team

Project Coordinators (3)	Steering Committee (8)	Activity Specific Peer Mentors/Trainers (18)	County Coordinator Committee Co-Chairs (50)
JCJC Representative, PaCCJPO Representative, Statewide Consultant	Project Coordinators, Implementation and Research Expert(s), Peer Mentor Committee Co-Chairs, County Coordinator Committee Co-Chairs	Steering Committee, Activity Specific Peer Mentors/Trainers	Steering Committee, Activity Specific Peer Mentors/Trainers, County Coordinators/Coaches

Developing a Data Informed Process

Working backwards.

Establish data collection methods inclusive of 67 separate local jurisdictions.

Data analysis and the identification of trends.

Carryover between JJSES activities and practices.

Research partnerships.

Pennsylvania Juvenile Case Management System (PaJCMS)

- Utilized by All 67 Counties
- Statistical Evaluation Reports
- Hearing Reports
- Data Integrity iDashboards
- Detention Data Assurance
- User Training

Centralized Database

Case Management

Decision-Making

CPCMS Data Sharing

PaJCMS Reports

- PaJCMS system contains a custom-built reporting system
- Forms of reports
  - Canned
  - Custom
- Examples of report use
  - Decision-making tools
  - Data validation
  - Quality Assurance and Continuous Quality Improvements
  - Letters

iDashboards

- Provides an at-a-glace visual representation of real time and historical data.

- This county specific data is complied from various forms and organized into categories to be displayed as interactive charts and graphs.

- Assist supervisors and managers in routine decisions and monitoring of organization activities.
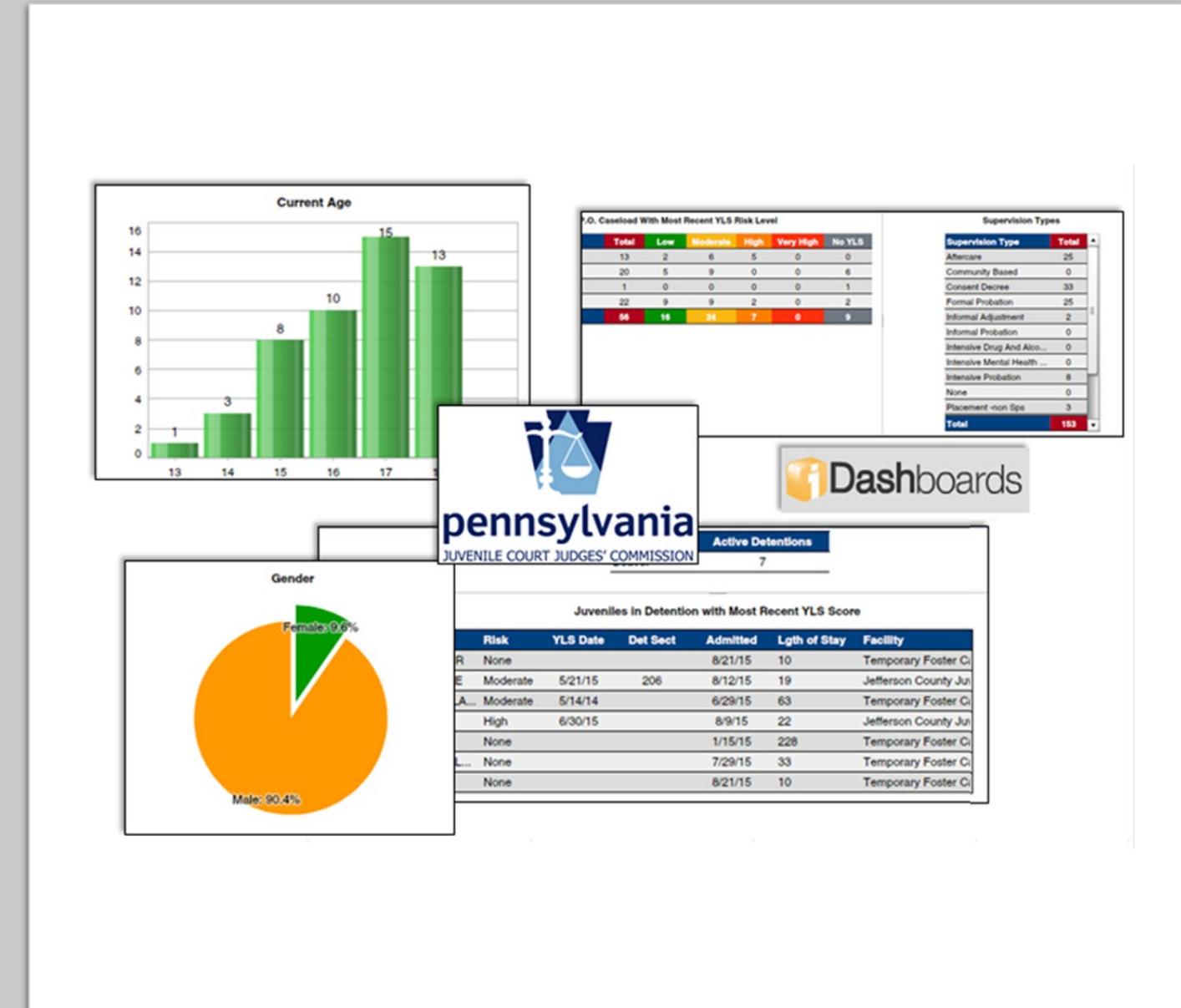
CQI Sustainability Planning Guide

1. Motivational Interviewing

2. Youth Level of Service

3. Pennsylvania Detention Risk Assessment Instrument

4. Case Planning

5. One-on-One Interventions

6. Cognitive-Behavioral Interventions

7. Graduated Responses

"Good Practice"

Activities

Policy Considerations

Data & Performance Measures

Resources

Future Considerations

Continuous Quality Improvement (CQI) Sustainability Planning Guide
March 2019

Activity Specific Resources

- Bench Cards
- Motivational Interviewing Implementation and Practice Manual
- Motivational Interviewing Workbook
- Case Planning Handbook
- Case Planning Coaches Guide
- Graduated Response Guiding Principles and Protocol Document
- Graduated Response Technical Assistance Mentorship Program
- Supervisor's EBP Briefcase
- JJSES Implementation Survey Results

Discussion

Variation in CQI Process?

Variations in data collection methods?

Preparing
for the Implementation of Formalized Quality Assurance and Continuous Quality Improvement Processes

County-Specific Implementation

Critical Starting Points, Locally

- <u>Engaged Leaders</u>: Engaged leaders emphasize quality and model openness and eagerness to learn.

- <u>Shared Aims</u>: The vision and mission of the department are clear and unambiguous.

- <u>External and Internal Looking</u>: Participants look internally for answers while recognizing they are part of a larger juvenile justice community that has additional insights and ideas.

- <u>Fluid</u>: A learning organization is not rigid or hierarchical. It embraces a natural and continuous approach to arriving at solutions which is inclusive of all levels of an organization.

- <u>Incremental</u>: Participants understand that improvement takes time and patience; growth is often nonlinear and gradual.

- <u>Reflective and Responsive</u>: Participants spend time reflecting and pushing themselves to change. They do not "sit on" information; rather, they seek to implement new ideas as soon as they understand how improvement can occur.

Learning Organizations

"Where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together"

Roles and Responsibilities

- Development of EBP job descriptions and performance appraisals.
- The changing role of the juvenile probation officer:
  - EBP Juvenile Probation Officer
  - EBP Supervisor
  - QA or CQI Juvenile Probation Officer
  - QA or CQI Supervisor
  - JJSES Implementation Specialist
- The responsibilities of a supervisor shift to promote a learning organization.

Rural CQI Process

- Establish a statewide network of rural counties to share resources and best practices.
- Use technologies such as Skype or Teams to observe interactions when it is impractical to conduct in-person observations or review taped appointments.
- Provide staff with training videos or audiotapes that demonstrate the correct way to administer an interaction.
- Acquire workbook exercises on skills such as motivational interviewing and practice them as a staff.
- Conduct booster sessions with another county department through webinar.
- Use nontraditional personnel to provide CQI services if they have the required skill set.

CQI Activities

Implementing Assessing Adjusting

- Inter-rater reliability testing
- Process and outcome measures
- Post-training experiences
  - Booster trainings
  - Unit or staff meetings
  - Brown bag lunches
  - Learning teams
  - Peer-to-peer case staffing
  - Individual coaching

Tangible Examples

- Communication Strategies
- Collaboration and Stakeholder Engagement
- Supervisory Oversight
- Coaching Model
- Training and Booster Training Processes
- Data Collection and Analysis
- Tracking Proficiency

CQI Activity Application – YLS & Case Planning

- Statewide Assessment and Case Planning Committees work together in the development of case scenarios and all supportive materials twice a year.

- These materials provide all juvenile probation officers in Pennsylvania the opportunity to complete booster cases and then compare their YLS scoring and case plan completion to the protocol documents provided by the Committees.

- Intercounty coaches/coordinators receive direct training from the Statewide Committees, this prepares them to facilitate discussions and booster training sessions within their departments.

- When necessary, remediation processes are provided to the county to reduce drift and ensure fidelity can be maintained.

CQI Activity Application – MAYSI~2

- Statewide MAYSI~2 Committee provides training updates and data analysis to all departments and users.
- MAYSI~2 data migrates to our case management system (PaJCMS) providing the ability to provide live MAYSI~2 data to the counties in the form of PaJCMS Reports and iDashboards.
- The integration of MAYSI~2 data with YLS, CTS, and service provider data provide for analysis to demonstrate interconnectivity.
- Quarterly MAYSI Coordinators in all counties are invited to join in conference calls for the purpose of sharing information and learning from peers.

Lehigh County Juvenile Probation Department –
Use of Activity-Specific and JPO-Specific Performance Data to Inform Decision Making

Montgomery County Juvenile Probation Department –
Service Referrals and Out-of-Home Placement

Dauphin County Juvenile Probation Department –
Service Contract Management

Allegheny County Juvenile Probation Department –
Evidence-Based Training Department

Discussion

Creating a learning organization.

The role of the supervisor.

Developing a coaching plan for each activity.

Refinement of Pennsylvania's QA/CQI Processes

Performance Improvement

Current and Ongoing

- County-specific support includes the development and ongoing management of CQI practices and processes including:
  a. Establishment of local CQI committee(s)
  b. Prioritization of CQI areas and timelines
  c. Development of logic models
  d. Selection of CQI processes and policies
  e. Identification of expertise for implementing CQI processes
  f. Development of opportunities for continuous learning
  g. Development of data collection and utilization plans
  h. Utilization for data to identify areas for improvement
  i. Development of improvement plans

Evolving and Refining

| Illustrate	Illustrate the story of case management through data, interconnectivity.
Reduce	Reduce gaps and remedy errors.
Revise	Revise the CQI Sustainability Planning Guide.
Continue	Continue to refine the process of action planning for juvenile probation departments.
Automate	Automate processes.
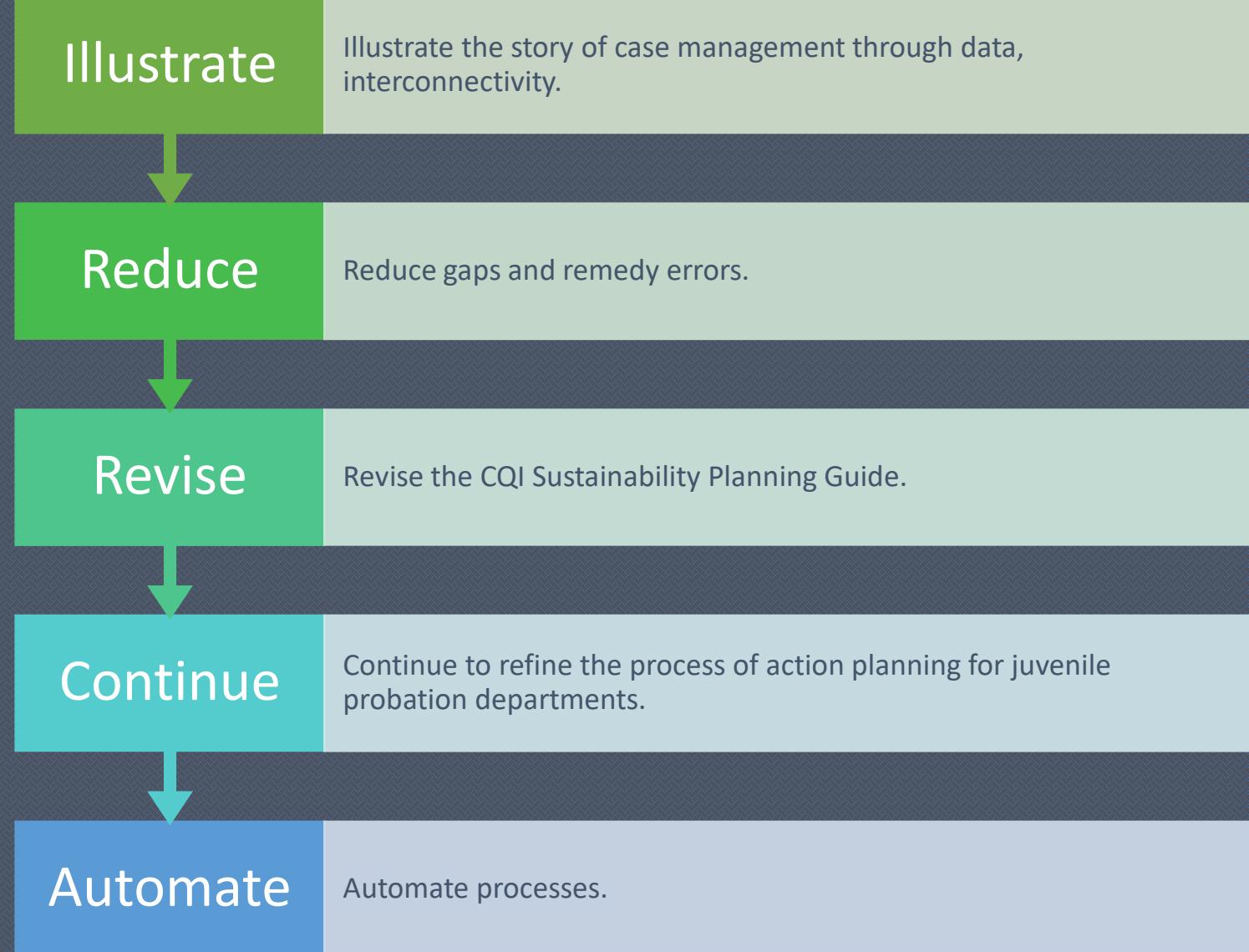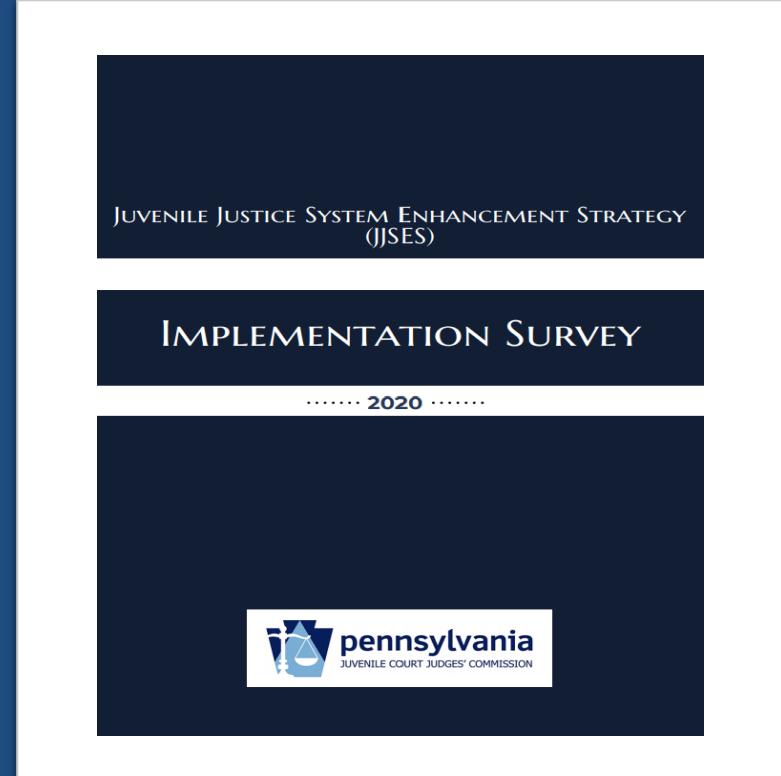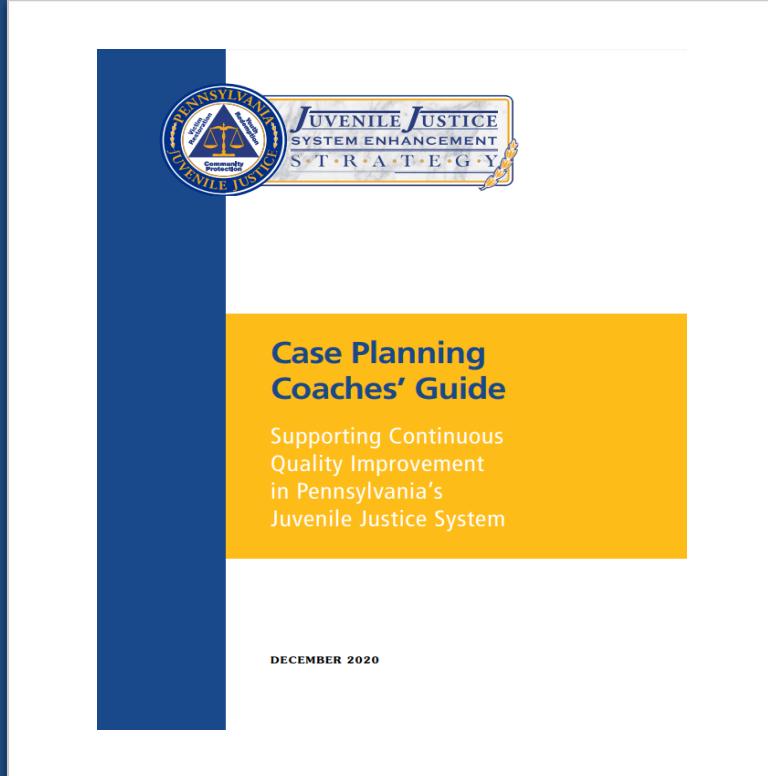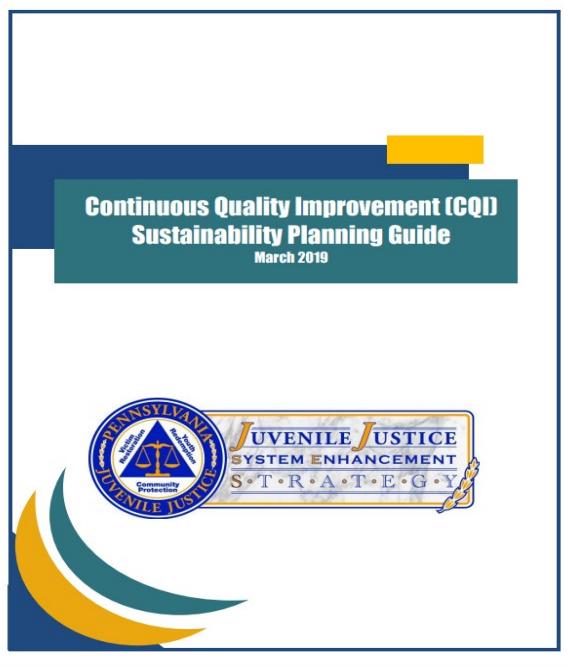
JJSES Resources
www.jcjc.pa.gov

Discussion

Developing an action plan.

Comments or questions?

Thank you!

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