



# Oregon Youth Authority Performance Measures

## LINKS TO OREGON BENCHMARKS – AGENCY REQUEST BUDGET – FEBRUARY 2003

Agency Name: **Youth Authority Oregon (OYA)**

**Last Revised: 05-21-2004**

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### Related Oregon Benchmarks (OBMs) or High-Level Outcomes (HLOs):

Mission: To protect the public by holding youth offenders accountable and providing opportunities for reformation.

#62 – Juvenile Arrests – Total juvenile arrests per 1,000 juvenile Oregonians per year.

#65 – New criminal referral – Percent of juveniles with a new referral to county juvenile department within 12 months of the initial criminal offense.

Agency Goal	OBM# HLO#	Key Performance Measure	PM #	PM Since	New or Mod.?	2002 Value	2005 Target	Lead Division or Unit (Optional)
Goal 1: Maintain custody of youth admitted to facilities by preventing unauthorized exit.	62	Number of completed escapes, walk-aways and AWOLs per 100 person-days of youth confinement from OYA facilities.	41500-01 <u>Security:</u> Sec 1, OM 1	1998	Mod	0	0	Program Office
Goal 2: Protect staff and youth in facilities from intentional and accidental injuries.	62	Number of injuries of youth per 100 person-days of youth confinement in OYA facilities.	41500-02 <u>Safety:</u> S1, OM1 J	1998	New	0.066	0.66	Program office



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Agency Goal	OBM# HLO#	Key Performance Measure	PM #	PM Since	New or Mod.?	2002 Value	2005 Target	Lead Division or Unit (Optional)
Goal 2: Same as above.	62	Incidents of suicidal behavior with injury by youth per 100 person-days of youth confinement in OYA facilities.	41500-03 <u>Safety:</u> S1, OM2 W INJ	1998	New	0.007	0.004	Program Office
Goal 3: Address the behavioral problems of youth confined in facilities by developing and implementing programming that prepares youth for progressively increased responsibility and freedom in the community, and promotes healthy life choices.	62	Percent of youth confined in OYA facilities for more than 60 days whose records indicate that they received the education programming prescribed by their individual treatment plans.	41500-04 <u>Program</u> <u>ming:</u> P2, OM9	1998	New	100%	100%	Program Office
Goal 3: Identify youth at the time of admission who have acute health problems or crisis mental health situations.	62	Percent of youth presented for admission to OYA facilities who had a complete intake screening by trained and qualified staff.	41500-05 <u>Health/</u> <u>Mental</u> <u>Health:</u> H1, OM2a	1998	New	92%	100%	Program Office
Goal 4: Develop or continue individual treatment plans for each youth confined in an OYA facility to respond in an appropriate and timely manner to new and chronic health, mental health, substance abuse or behavioral problems.	62	Percent of youth confined in OYA facilities for more than 30 days whose records include a written individual treatment plan.	41500-06 <u>Health/</u> <u>Mental</u> <u>Health:</u> H3, OM1	1998	New	92%	100%	Program Office



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Agency Goal	OBM# HLO#	Key Performance Measure	PM #	PM Since	New or Mod.?	2002 Value	2005 Target	Lead Division or Unit (Optional)
Goal 5: Provide continuity in programming and services for youth after they are released from custody.	65	Percent of youth confined in OYA facilities for more than 60 days who have finalized <i>written</i> aftercare treatment plans prior to 30 days of release.	41500-07 <u>Reintegration:</u> 1, OM 2	4/2002	New	95%	100%	Program Office
Goal 6: Ensure that youth are referred and admitted to community services/agency programs prior to release.	65	Percent of youth who are referred from an OYA facility to at least one community-based service, as outlined in their aftercare treatment plan.	41500-08 <u>Reintegration:</u> 4, OM2	4/2002	New	81%	100%	Program Office
Goal 7: Maintain custody of youth placed in community residential programs by preventing unauthorized exit.	65	Number of runaways from community residential program provider per 100 person days of youth placement.	41500-09 <u>Security:</u> Sec 1, OM1	7/2002	New	0.215	0.152	Community Resources Unit
Goal 8: Protect staff and youth in residential programs from intentional and accidental injuries	65	Number of injuries of youth per 100 person-days of youth placement in community residential program.	41500-10 <u>Safety:</u> S1, OM1(a)	7/2002	New	0.121	0.037	Community Resources Unit
Goal 8: Same as above.	65	Incidents of suicidal behavior by youth per 100 person-days of youth placement in community residential program.	41500-11 <u>Safety:</u> S1, OM3	7/2002	New	0.0013	0.000	Community Resources Unit



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OYA Performance-Based Standards and Oregon Benchmarks – Agency Request Budget Document – February 2003

The OYA charts its progress toward meeting performance standards (agency goals) through semi-annual reviews of outcome measures (performance measures) as defined by the project. At the conclusion of the reviews, each facility is able to review current performance against past performance and against the national average of 96 other PbS sites nationwide. OYA is also able to compare the individual performance of its own facilities to each other and the collective performance of all OYA facilities to the national average.

Since implementing the PbS project in our facilities, the OYA has used the PbS model to develop standards and performance measures for community residential programs. The data included in this document reflect outcomes from ALL community residential programs. With the implementation of PbS at the community level, the OYA can provide companion measurements for Youth Correctional Facilities and Community Residential Programs. Several of the PbS Outcome measures that the OYA already monitors directly correlate to Oregon Benchmarks, specifically:

- Benchmark #62, the measure of juvenile arrests in Oregon; and
- Benchmark #65, the measure of new criminal referrals.

OYA is committed to Performance-based Measures as a tool to improve reformation programs and as a method to continuously evaluate and improve our ability to meet our mission. Linking PbS with the Oregon Benchmarks provides the OYA with additional and valuable external resources by which to evaluate the effectiveness of our programs and our quality assurance methods.



# Oregon Youth Authority Performance Measures

## PERFORMANCE MEASURE DATA SUMMARY

Agency Name: Oregon Youth Authority	<b>Last Revised: 05-21-2004</b>
Contact Person: Debbie Rios, Program Office Assistant Director	Phone: 503-378-3992
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Performance Measure Definition <sup>2</sup> (numbered as shown below)	Data <sup>3</sup>						Targets <sup>4</sup>					
	1997 <sup>5</sup>	1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
OYA 41500 – 1 Facility – Security 1: Completed escapes, walkaways, and AWOLs per 100 person-days of youth confinement. <sup>6</sup>	n/a	0	0	0	0	0	0.003	0.002	0.013	0	0	0
OYA 41500 – 2 Facility – Safety 2: Injuries to youths per 100 person-days of youth confinement.	n/a	0.212	0.315	0.224	0.206	0.066	0.47	0.396	0.364	0.206	0.103	0.066
OYA 41500 – 3 Facility – Safety 6: Suicidal behavior with injury by youths per 100 person-days of youth confinement	n/a	0.004	0.035	0.030	0.042	0.007	0.045	0.058	0.057	0.017	0.008	0.004
OYA 41500 – 4 Facility – Programming 8: Percent of youths confined for more than 60 days whose records indicate that they received the education programming prescribed by their individual treatment plans.	n/a	0%	18%	40%	90%	100%	57%	74%	75%	100%	100%	100%
OYA 41500 – 5 Facility – Health 1: Percent of youth presented for admission who had a complete intake screening by trained or qualified staff.	n/a	68%	100%	94%	99%	92%	66%	77%	80%	100%	100%	100%



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Performance Measure Definition <sup>2</sup> (numbered as shown below)	Data <sup>3</sup>						Targets <sup>4</sup>					
	1997 <sup>5</sup>	1998	1999	2000	2001	2002	2000	2001	2002	2003	2004	2005
OYA 41500 – 6 Facility – Programming 17: Percent of youths confined for more than 30 days whose records include a written individual treatment plan.	n/a	0%	47%	61%	85%	92%	84%	90%	71%	95%	100%	100%
OYA 41500 – 7 Facility – Reintegration 2: Percent of youth confined for more than 60 days who have a finalized <i>written</i> aftercare plans prior to 30 days of release from the facility.	n/a	n/a	n/a	n/a	n/a	95%	n/a	n/a	34%	97%	100%	100%
OYA 415000 – 8 Facility – Reintegration 17: Percent of youths who are referred to at least one community-based service as outlined in their aftercare treatment plan.	n/a	n/a	n/a	n/a	n/a	81%	n/a	n/a	38%	88%	95%	100%
OYA 41500 – 9 Residential – Security 1: Runaways from provider supervision per 100 person-days of youth placement.	n/a	n/a	n/a	n/a	n/a	0.215	n/a	n/a	n/a	0.775	0.173	0.152
OYA 41500 – 10 Residential – Safety 1: Injuries to youth per 100 person-days of youth placement.	n/a	n/a	n/a	n/a	n/a	0.121	n/a	n/a	n/a	0.546	0.043	0.037
OYA 41500 – 11 Residential – Safety 3: Suicidal behavior with injury by youth per 100 person-days of youth placement.	n/a	n/a	n/a	n/a	n/a	0.0013	n/a	n/a	n/a	0.008	0.000	0.000

<sup>2</sup> The performance measures listed were developed and tested as a part of a national demonstration project, Performance-based Standards (PbS) for Youth Correction and Detention Facilities, sponsored by the Office of Juvenile Justice and Delinquency Prevention (OJJDP).

<sup>3</sup>Time Frames: Outcomes for Facilities (Facility) represent data collected during a one-month assessment period: 1998 represents data collected for the assessment month June; 1999 represents data collected for the assessment month August. The outcomes for 2000, 2001, and 2002 represent data collected for the assessment month October in each of those years. Outcomes for Residential Community Programs (Residential) represent data collected from July 1 – December 31, 2002. The monitoring, evaluation and reporting methods for Residential Community Programs that produced these outcomes were introduced July 1, 2002; OYA anticipates gathering data and producing these outcomes for the entire fiscal year July 1, 2002 – June 30, 2003 and every fiscal year and biennium thereafter.



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Data & Measurements: Facility outcome data reported in rates of “per 100 person-days” of youth confinement include all events that occurred during a one-month assessment period. Using OYA 41500 – 4 and 2001 as an example, the rate of youth injuries per 100 person-days of youth confinement was 0.206 in October 2001. Outcome data reported in percentages includes data gathered from the records of youth who were *released* from Facilities during the assessment month. The assessment month for these data serves as a sampling period. The data reported is an aggregate of youth experience (facility performance on that measure) as defined by each youth’s duration of confinement; the confinement period varies for each youth. Therefore, the period of facility performance being measured is difficult to ascertain. Residential outcome data reported in rates of “per 100-person days” of youth placement includes all events that occurred during the time frame specified in note two above, July 1 – December 31, 2002. In future Performance Measure Data Summaries, the data reported for each year will be representative of the OYA Residential Community Program universe.

<sup>4</sup>Targets listed for the years 2000, 2001 and 2002 represent the national average of Youth Correctional Facilities (YCF) participating in Performance-based Standards (PbS). During the initial data collection in 1998 for the demonstration project, this included 30 facilities nationwide; by 2002, this included over 100 participants. Each OYA YCF selected outcomes for improvement independently; outcomes selected may or may not have included those linked to Oregon Benchmarks, therefore we are unable to identify a statewide target for those years. Targets listed for the years 2003, 2004 and 2005 may become part of a statewide plan; it is important to note that both Facility and Residential targets were identified in the context of the fiscal and programmatic impact of implementing HB 5100.

<sup>5</sup> Although the standards and outcome measures were field tested in 1997, the project did not publish the first facility performance reports until June 1998.

<sup>6</sup> 1 person day of youth confinement/placement = 1 youth in a youth correctional facility or community residential program for 24 hours.



# Oregon Youth Authority Performance Measures

## DATA SOURCES – YOUTH AUTHORITY, OREGON

Key Performance Measure	PM #	Data Source
Completed escapes, walkaways, and AWOLs per 100 person-days of youth confinement.	41500 – 1	Calculation is the total number of escapes during the assessment month divided by the total number of youth days of confinement during the assessment month and multiplied by 100. Facility data collectors and Community Resources Unit (CRU) liaisons review all Serious Incident Reports (SIR) that occurred in Youth Correctional Facilities (YCF) during an assessment month (April or October) and code escapes, walkaways, and AWOLs. Facility superintendents provide the number of youth-days of confinement based on a summary of the end of the day counts conducted every day to verify the number and location of each youth in custody.
Injuries to youths per 100 person-days of youth confinement.	41500 – 2	Calculation is the total number of injuries to youth during the assessment month divided by the total number of youth days of confinement during the assessment month and multiplied by 100. Facility data collectors and CRU liaisons review all SIR that occurred in YCF during an assessment month and code all injuries (regardless of type or severity) that occurred as documented and/or verified through the youth medical record . Facility superintendents provide the number of youth-days of confinement based on a summary of the end of the day counts conducted every day to verify the number and location of each youth in custody.
Suicidal behavior with injury by youths per 100 person-days of youth confinement	41500 – 3	Calculation is the total number of suicidal behavior incidents that occurred during the assessment month divided by the total number of youth days of confinement during the assessment month and multiplied by 100. Facility data collectors and CRU liaisons review all SIR that occurred in YCF during an assessment month and code incidents involving suicidal behavior with injury as defined by the Nat'l PbS Glossary and Quick Reference Guide and OYA Coding Guidelines.
Percent of youths confined for more than 60 days whose records indicate that they received the education programming prescribed by their individual treatment plans.	41500 – 4	Calculation is for youth staying more than 60 days, count if education needed, included in plan, and received divided by youth who needed education. Facility data collectors and CRU liaisons review the records of a random sample or all youth who are released from YCF during the assessment month or during a six-month period, including the assessment month and code educational data according to the Nat'l Quick Reference Guide and OYA Coding Guidelines.
Percent of youth presented for admission who had a complete intake screening by trained or qualified staff.	41500 – 5	Calculation is the total number of health, mental health, and suicide screenings completed by trained or qualified staff divided by the number of youth records. Facility data collectors and CRU liaisons review the records of a random sample or all youth who are released from YCF during a six-month period, including the assessment month or during the assessment month and code intake screening data according to Nat'l PbS Glossary and



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Key Performance Measure	PM #	Data Source
		Quick Reference Guide and OYA Coding Guidelines.
Percent of youths confined for more than 30 days whose records include a written individual treatment plan.	41500 – 6	Calculation is for youth confined for more than 30 days, count if individual treatment plan has initial sign off date divided by youth confined for more than 30 days. Facility data collectors and CRU liaisons review the records of a random sample or all youth who are released from YCF during a six-month period, including the assessment month and code treatment plan data according to the Nat'l PbS Glossary and Quick Reference Guide and OYA Coding Guidelines.
Percent of youth confined for more than 60 days who have a finalized <i>written</i> aftercare plans prior to 30 days of release from the facility.	41500 – 7	Calculation is for those youth who stayed more than 60 days, count if aftercare plan signature date within 30 days of release divided by youth confined more than 60 days (excludes lateral transfers, such as those between YCF). Facility data collectors and CRU liaisons review the records of a random sample or all youth who are released from YCF during a six-month period, including the assessment month and code aftercare data according to the Nat'l PbS Glossary and Quick Reference Guide and OYA Coding Guidelines.
Percent of youths who are referred to at least one community-based service as outlined in their aftercare treatment plan.	41500 – 8	Calculation is for those youth who stayed more than 60 days, count if aftercare plan signature date within 30 days of release divided by youth confined more than 60 days (excludes lateral transfers). Facility data collectors and CRU liaisons review the records of a random sample or all youth who are released from YCF during a six-month period, including the assessment month and code aftercare data according to the Nat'l PbS Glossary and Quick Reference Guide and OYA Coding Guidelines.
Runaways from provider supervision per 100 person-days of youth placement.	41500 – 9	Calculation is the total number of runaways from contracted (community residential) provider supervision during the assessment month divided by the total number of youth days of placement during the time frame specified and multiplied by 100. CRU liaisons reviewed all SIR that occurred in Community Residential Programs during an assessment month and code runaways. Program directors verify the location and the number of youth days of placement based on a numeric summary of the end of the day counts from the Juvenile Justice Information System (JJIS).
Injuries to youth per 100 person-days of youth placement.	41500 – 10	Calculation is the total number of injuries to youth during the assessment month divided by the total number of youth days of placement during the assessment month and multiplied by 100. CRU liaisons review SIR that occurred in Community Residential Programs during the period specified and code all injuries (regardless of type or severity) that occurred as documented and/or verified via secondary documentation (injury reports). Program directors verify the location and the number of youth days of placement based on a numeric summary of the end of the day counts from the Juvenile Justice Information System (JJIS).



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Key Performance Measure	PM #	Data Source
Suicidal behavior with injury by youth per 100 person-days of youth placement.	41500 – 11	Calculation is the total number of suicidal behavior incidents that occurred during the assessment month divided by the total number of youth days of placement during the assessment month and multiplied by 100. CRU liaisons review all SIR that occurred in Community Residential Programs during the period specified and code incidents involving suicidal behavior with injury as defined by the Nat'l PbS Glossary and Quick Reference Guide and OYA Coding Guidelines. Program directors verify the location and the number of youth days of placement based on a numeric summary of the end of the day counts from the Juvenile Justice Information System (JJIS).



# Oregon Youth Authority Performance Measures

## Performance Measures Review FINAL

**Agency:** Oregon Youth Authority  
**Date:** November 15, 2002 (revised 02/18-03)  
**Lead Reviewer:** Jeff Tryens  
**Approved by:** George Dunford

**Mission:** To protect the public by holding youth offenders accountable and providing opportunities for reformation.

### Summary

The measures presented meet the criteria as set out in the guidelines. The agency has eleven performance measures linked to eight goals and two Oregon Benchmarks. Goals could be more clearly and simply stated. The agency presents targets, based on national comparators, for all measures. Data sources need to be documented for each measure.

### Comments and recommendations specific to basic criteria

#### 1. Gauge progress towards goals and pertinent benchmarks

The agency faces the difficult task of fitting measures and goals that were developed for a national performance initiative into the prescribed DAS format. For the most part the agency has accomplished this task by footnotes and other explanatory materials. Despite efforts toward simplification, the agency's goals could be simplified and condensed. Goals more closely related to the stated mission would be preferable. The measures appear to gauge progress toward the two benchmarks – juvenile arrests and juvenile recidivism.

#### 2. A few key measures

The agency has done a good job of developing measures for many aspects of youth well-being and treatment. The measures focus heavily on process, like % of plans in place and examinations completed, and less on the results of those plans and examinations. For instance a companion measure to PM 4, relating to education programming, would be the % of youth enrolled in educational programs that successfully complete them. Likewise, referring a youth to an aftercare program (PM 8) tells the reader nothing about whether the referral was successful. Ideally, the department would have a measure of behavior change after a youth is released from custody. The agency should consider moving up the results "ladder" by adding additional measures in 2005-07.

#### 3. Conforms to standard concepts and definitions

The measures submitted adhere to standardized concepts and definitions for measures as presented in the performance measurement guidelines.

#### 4. Targets

Targets are based on national averages for other state youth correctional facilities. Considering the agency's current financial situation, average probably qualifies as ambitious but realistic.

#### 5. Accurate and reliable data

Data source appear reliable. The agency is commended for providing a data series for all of its proposed measures even though most are new. If the agency is using different measures to judge performance in the current biennium, it should provide that information separately.