

OREGON YOUTH AUTHORITY

Annual Performance Progress Report (APPR) for Fiscal Year 2006-2007

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Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

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1. SCOPE OF REPORT

The Oregon Youth Authority (OYA) is building a more effective juvenile corrections continuum of services through a system of continuous program assessment and quality improvement. This includes improvements to the methods and tools the agency uses to measure performance and evaluate programs, activities, and outcomes.

The OYA Key Performance Measures (KPMs) address all OYA programs and their ability to consistently provide evidence-based correctional treatment to youth based on assessments of criminogenic risk and needs. Additionally, the performance management system includes measures designed to ensure the safety of youth in OYA custody as well as youth and family satisfaction with the services provided. These performance measures enable OYA to more accurately report progress in achieving its mission and the Oregon Benchmarks. The KPMs also include measures added in response to specific guidance by the Department of Administrative Services and the Oregon Legislature, such as the OYA parole and probation recidivism measures. The OYA uses KPMs to monitor agency progress in key areas with the goal of reducing the rate of youth re-offense.

2. THE OREGON CONTEXT

Senate Bill 1 established the OYA in 1995. As a key player in the Oregon juvenile justice system, OYA is charged with protecting the public by holding youth offenders accountable and providing opportunities for youth reformation. The OYA ensures public safety by promoting positive change in youth behavior through supervision, graduated sanctions, correctional treatment, and skills training (social, educational, employment, etc.) to reduce the likelihood that youth will commit more crime.

As mandated by state law, the OYA exercises legal and physical custody of youth offenders committed to the OYA by juvenile courts; exercises physical custody of certain youthful offenders who have been committed to the custody of the Department of Corrections by adult courts; provides community-based services and supervision to youth offenders; and provides facility-based services and supervision to youth offenders and youth convicted of adult crimes. The goal of facility-based correctional treatment, education, and vocational training is to provide youth with needed skills to successfully transition back into their communities. Complementing facility programs, community-based parole and probation services are provided to youth offenders committed to the state’s custody for supervision and services in each of Oregon’s 36 counties.

While OYA has limited influence on the juvenile arrest and referral benchmarks, it does work with partner agencies to positively affect these goals. Collaborative planning and management ensure that state and local service delivery efforts are efficient and effective to benefit all Oregon citizens.

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3. PERFORMANCE SUMMARY

The large percentage of KPMs whose progress is unclear may be due to changes in definition and/or data collection techniques during this reporting period. Efforts have been made to develop consistent definitions and data analysis methodology to provide clarity for next year's report. Until there is consistency in these areas it is difficult to accurately determine progress in specific KPMs.

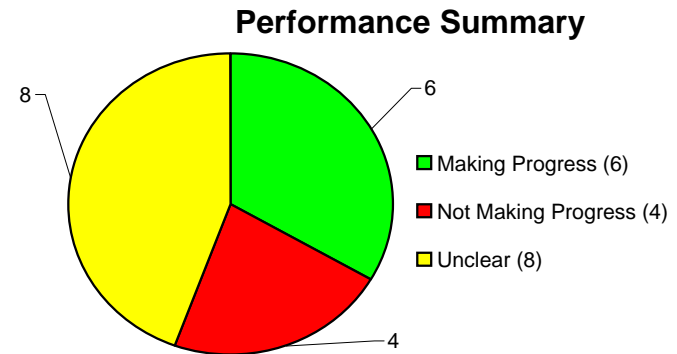
4. CHALLENGES

The key performance challenges faced by OYA include the following:

- **New Approaches:** The OYA has continued to implement additional evidence-based curricula to effectively address the wide range of “criminogenic risk factors” (factors that are highly correlated with re-offense) exhibited by youth. The OYA and its partner agencies are also focusing on a new Multi-Disciplinary Team (MDT) approach, supported by formalized standards, which takes time to implement. Implementing new practices always presents several challenges including the logistics involved in training all staff as well as working to replace staff’s previous philosophy towards treatment with more research proven concepts. Additionally, the OYA continues to focus much effort on sustaining and monitoring the fidelity of recently implemented evidence-based practices.
- **Staff Training:** A significant amount of ongoing training must occur to ensure that staff are well-versed in the new systems and evidence-based correctional treatment approaches. The OYA is in full implementation of cognitive behavioral techniques and Aggression Replacement Training (ART) in facilities and has also recently completed training all Juvenile Parole and Probation Officers (JPPOs) in evidence-informed case management. The challenge the agency faces is balancing the time needed for training while fully staffing each of the facilities and field offices at the appropriate operational level.
- **Transition to Community:** Research shows that at points of transition youth are often at high risk to re-offend. With this understanding, the OYA continues to focus a great deal of effort to ensure that timely and complete documentation, involvement of appropriate personnel, and coordination of services are all in place before, during, and after transition. Securing sufficient resources to support these efforts often stands as a challenge to successfully ensuring a smooth transition process for all youth.
- **Documentation Practices:** The OYA has developed software for staff to document work activities. This software is used to track and analyze data for the KPMs. Many of the documentation processes are new and evolving. Staff are still learning how to use the software and developers are still making improvements to the software.

5. RESOURCES USED AND EFFICIENCY

The legislatively approved budget for the 06-07 fiscal year is \$128,912,095 Total Fund and \$109,131,888 General Fund.



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KPM #1	COMPLETED ESCAPES Number of completed escapes, walkaways, and AWOLs (Away Without Leave) per fiscal year.	Measure since: 2003
Goal	YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth admitted to facilities by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 309	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

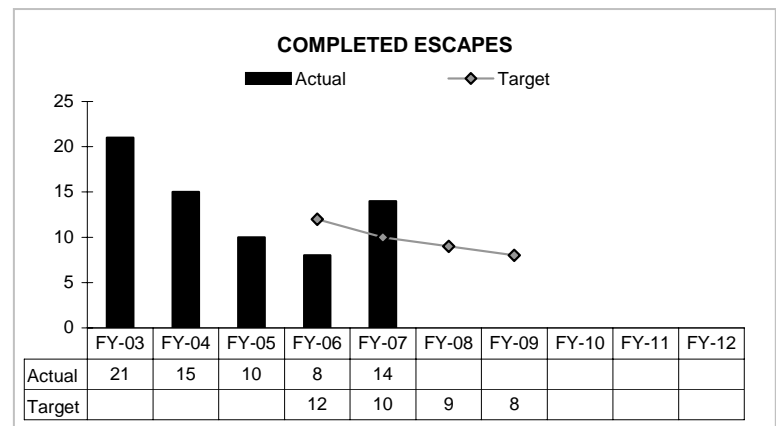
1. OUR STRATEGY

The OYA aims to prevent escapes from facility programs through a variety of means, including:

- Adhering to effective physical plant security procedures.
- Providing appropriate staff training, including techniques designed to prevent escapes and utilizing safe approaches when apprehending youth.
- Emphasizing scrutiny on escape prevention during each facility’s biennial Safety/Security review.

2. ABOUT THE TARGETS

The OYA has two levels of security and programming in its 850 bed close custody facility system. The highest levels of security are maintained in six youth correctional facilities where the expectation/target is for zero escapes. In the four transition facilities, youth are provided opportunity for supervised community work and academic activities to enhance the likelihood of a successful transition. The targets for these programs reflect the higher potential risk for escape presented by these transition activities. The established targets reflect the proportionally higher likelihood that female offenders will consider absconding/escaping from an OYA transition facility.



3. HOW WE ARE DOING

The fiscal year 2007 data showed an increase in the number of completed escapes from facility programs. Although this appears to be a significant spike from last fiscal year, the overwhelming majority of these were the result of an increase in escape behavior by young women from one transition program. The rate of escapes for male offenders has remained very low in comparison to female offenders. This reflects continued emphasis on using the risk need assessment tool to place higher risk youth in more secure treatment settings as determined by the youth’s Multi-Disciplinary Team. The OYA has continued biennial Safety/Security peer reviews focused on evaluation of security procedures and supervision of youth, as well as continued its participation in the national Performance-based Standards (PbS) project, where outcome data is regularly collected and evaluated in the standard area of security.

4. HOW WE COMPARE

Juvenile justice on the national level does not collect and aggregate data on youth escapes from facility custody; however, the OYA’s participation in the PbS

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project does provide the ability to compare agency outcome data with other facilities and systems participating in the project. Performance-based Standards (PbS) is a system used to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome measures ([PbS website, www.pbstandards.org/aboutpbs](http://www.pbstandards.org/aboutpbs)). Participating agencies in the PbS project are national leaders committed to high performance and continued improvement. The OYA facilities have consistently shown low escape rates demonstrating security performance that is better than the average rate for PbS project participants.

5. FACTORS AFFECTING RESULTS

Attempts to escape from youth correctional facilities are infrequent, reflecting exceptional physical plant security and attention to staff training on security procedures. However, the OYA has acknowledged the importance of community activities in its transition programs and accepts the inherent elevated security risk that accompanies this practice. Youth involved in these activities are nearing transition to community placement, and consequently, it is crucial that these youth be afforded opportunities to develop and practice skills under supervision in the community. These transition activities are extremely important in preparing youth for return to community settings. Young women are significantly over-represented in OYA's escape data as they may be more likely to react to the stressors of imminent transition with a flight response. These factors make complete elimination of escapes in transition programs unlikely, and in fact, data showing an escape rate of zero would likely indicate an extremely conservative approach to transition that would prevent OYA youth an opportunity to learn new skills that prepare them for life in the community.

6. WHAT NEEDS TO BE DONE

- Continue to review and debrief specific escape or attempted escape incidents, including discussion of findings and recommendations documented for potential programmatic modification
- Continue to refine and review the risk assessment system to ensure that youth considered for transition placement represent acceptable risk for escape
- Continue to focus attention on the definition and communication of living unit profiles, including inclusionary and exclusionary criteria for each unit
- Continue training on the Multi-Disciplinary Team approach, emphasizing the agency goal of appropriate placement decisions matching youth profiles to appropriate programming
- Continue to emphasize safety, security, and skill development in staff training

7. ABOUT THE DATA

Escapes are defined as follows: Youth leaving the grounds of a facility without authorization, or remaining in an unknown location after a reasonable search of the assigned location, or failing to return from an authorized leave at the specified date and time. Facility staff record escapes in JJIS as they occur. The data are extracted from JJIS into KPM Extract Report 309 on a monthly basis. JJIS is a well established information system. Data on escapes has been collected for many years, and the data collection is considered reliable. JJIS Implementation Coordinators provide staff training using operational definitions to record escapes into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data. During fiscal year 2007, the OYA served approximately 1,445 youth in close custody facilities, which created 316,900 days of opportunity for youth to escape; there were a total of 14 escapes.

In addition to reporting the number of escapes, the OYA calculates a rate which allows for meaningful comparisons over time by accounting for fluctuations in the population size. To calculate the rate, the OYA utilizes the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. For example, 30 person-days

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of youth confinement could be a single youth confined for 30 days or six youths confined for five days each. As the OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of escapes, while also reporting the number of escapes as called for by the measure.

The calculated rate of the 14 escapes occurring during fiscal year 2007 is .004 per 100 person-days of youth confinement. In other words, there was one escape during FY 07 for every 25,000 person-days of youth confinement.

	FY-03	FY-04	FY-05	FY-06	FY-07
Number of escapes	21	15	10	8	14
Rate per 100 person-days	.006	.005	.003	.003	.004

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #2	RUNAWAYS	Measure since: 2003
	Number of runaways from provider supervision (including youth on home visit status) per fiscal year.	
Goal	YOUTH CUSTODY AND SUPERVISION – Maintain custody of youth placed in community programs by preventing unauthorized exit.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 308	
Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234	

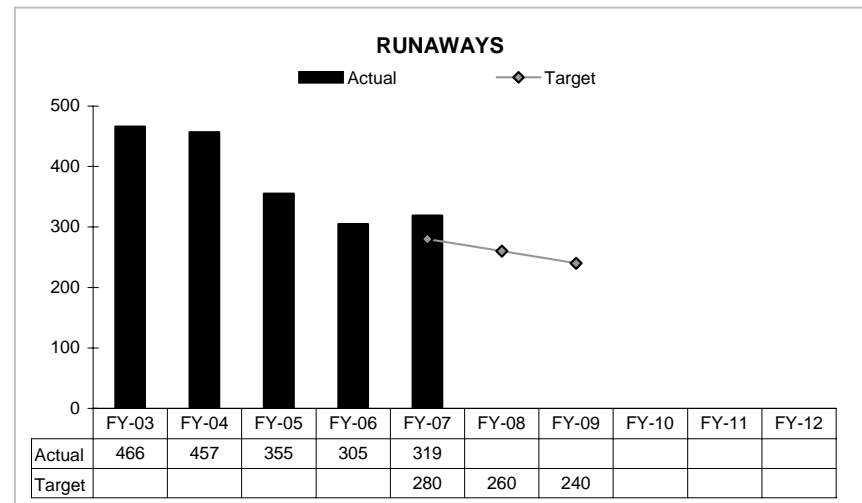
8. OUR STRATEGY

The OYA attempts to limit the number of incidents of runaways from OYA community programs through:

- Matching of youth risk levels to programs through a standardized assessment process.
- Encouraging and supporting the use of evidence-based treatment curricula in community residential programs.
- Engaging youth and family in the collaborative process of developing comprehensive case plan through the Multi-Disciplinary Team (MDT) process to ensure youth needs are better met.

9. ABOUT THE TARGETS

Although aggressive, the targets reflect a continued anticipated downward projection over the course of the next biennium. The OYA will increase bed capacity during the fiscal year 2008 which may require re-evaluation of projected targets.



10. HOW WE ARE DOING

The OYA has experienced a slight increase in youth runaways from provider supervision over fiscal year 2007. Data show there were 319 runaway episodes during fiscal year 2007 and although the target has not been successfully met, there has been a significant reduction in runaways since fiscal year 2003.

11. HOW WE COMPARE

There are no national data identified for comparison.

12. FACTORS AFFECTING RESULTS

The OYA uses a standardized risk needs assessment to effectively match youth needs with placement options. In addition, every 90 days Multi-Disciplinary Team meetings involving youth, parents, the assigned OYA Juvenile Parole/Probation Officer (JPPO), the community residential provider, and other

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treatment staff are held to discuss youth needs and to revise the youth's individualized case plan. A key component of this process involves outlining specific transition activities. This "forward thinking" approach aims to ensure youth are ready for transition and thereby decrease the likelihood youth will run from community settings.

Research shows youth engagement with education and/or vocational services within the first 90 days of program will likely decrease the risk of youth runaway. The OYA continues to focus efforts in this area through the MDT process and collaboration with Vocational Rehabilitation Services and the Oregon Department of Education to ensure continuity of school and work once youth leave close custody.

Youth runaways from foster care and proctor care are reviewed on a monthly basis by the Foster Care Program Certifiers, the Foster Care Manager, and the Community Resources Manager to monitor progress in this area. In addition, to further prevent runaway incidents, ongoing training is provided to foster and proctor parents in an effort to increase supervision skills and awareness of "pre-run" conditions.

13. WHAT NEEDS TO BE DONE

- Continue matching youth in community settings based on their level of risk to re-offend
- Continue training on the Multi-Disciplinary Team approach, emphasizing the agency goal of appropriate placement decisions matching youth profiles to appropriate programming
- Continue to review and debrief specific runaway, or attempted runaway incidents, including discussion of findings and recommendations documented for potential programmatic modification
- Implement a youth incident report in JJIS for use by field officers and community providers to help gather runaway data and use this information to assist in program improvement

14. ABOUT THE DATA

Runaways are defined as follows: Unauthorized Absence – To run away or to leave an assigned location (e.g. employment, school), approved placement or substitute care placement without the consent of the parent, guardian, OYA, or court. Runaways counted for this measure include youth running from either residential or foster care supervision. Field staff record runaways in JJIS as they occur. The data are extracted from JJIS into KPM Extract Report 308 on a monthly basis. JJIS is a well-established information system. Data on runs has been collected for many years, and the data collection is considered reliable. JJIS Implementation Coordinators provide staff training using operational definitions to record runaways into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data. During the 2007 fiscal year, the OYA served 1,269 youth in residential and foster care placements, which created 201,584 days of opportunity for youth to run; there were a total of 319 runs by 297 youth.

In addition to reporting the number of runaways, OYA calculates a rate which allows for meaningful comparisons over time by accounting for fluctuations in the population size. To calculate the rate, OYA utilizes the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility (placement). For example, 30 person-days of youth confinement could be a single youth confined for 30 days or six youths confined for five days each. As the OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of runaways, while also reporting the number of runaways as called for by the measure.

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The calculated rate of the 319 runs occurring during fiscal year 2007 is .158 per 100 person-days of youth confinement. In other words, there was one runaway during fiscal year 2007 for every 600 person-days of youth confinement (placement).

	FY-03	FY-04	FY-05	FY-06	FY-07
Number of runaways	466	457	355	305	319
Rate per 100 person-days	.185	.203	.165	.152	.158

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #3a	YOUTH TO YOUTH INJURIES - FACILITY Number of injuries to youth by other youth per fiscal year	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Critical Incident Transition Report	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

15. OUR STRATEGY

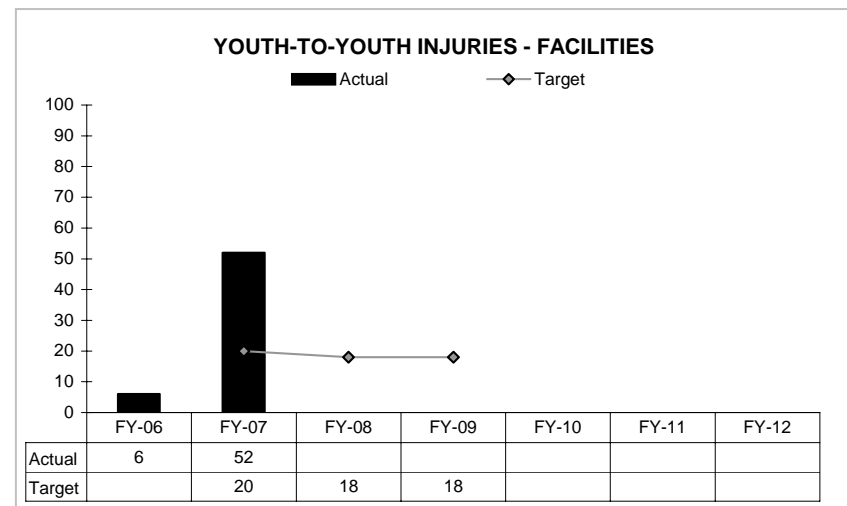
Establish an environment where values of positive communication, non-violence and respect for self and others are emphasized through:

- Leadership and staff training in approaches that focus on cognitive behavioral interventions to teach youth anger control, problem-solving and pro-social skills.
- Staff supervision that promotes safety and structure.
- Cognitive behavioral interventions for youth and treatment curricula focusing on improving anger control, problem-solving, pro-social skills and reducing aggressive behaviors toward others.
- Staff role-modeling appropriate, non-aggressive interaction on the living units.

16. ABOUT THE TARGETS

Previous changes to the agency’s definition of “youth-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety.

This KPM focuses on injuries to youth caused by other youth and is an important measure of youth-to-youth interaction. Initial targets established in fiscal year 2006 grossly underestimated the number of youth incidents included in the agency’s broader definition of injury. As a consequence of the recent redefining of this KPM, it was anticipated the actual number of incidents would exceed the projected targets, as there are some additional efforts needed in clarifying the definition and data collection process. After reviewing data for a reasonable sample period, the agency will re-evaluate KPM targets and establish aggressive, yet attainable, targets to reduce this type of youth injury. (Note: All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on maintaining safe environments for all youth and staff).



17. HOW WE ARE DOING

OYA’s first year of data collection on this measure reflected a relatively low number of injuries in light of the number of youth in close custody (850). The fiscal year 2007 marked the first year in which the agency used a broader definition of “injury.” This lower threshold resulted in a substantial increase in the number of incidents reported and ultimately, reflects increased communication between supervisory and medical staff. Currently the OYA, as a result of recent revisions to this KPM, has established a meaningful baseline to review factors contributing to youth injury.

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18. HOW WE COMPARE

There are no comparative data for the newly adopted OYA definition of youth-to-youth injury. The Performance-based Standards system is intended to measure safety of interaction between youth within OYA supervision, and tracks youth injury regardless of source or severity. These include accidents, injuries from recreation and other minor mishaps. However, OYA facilities have consistently shown very low rates of youth-to-youth injuries when using the PbS definition and overall have demonstrated better than average safety performance when compared with PbS project participants.

19. FACTORS AFFECTING RESULTS

OYA continues to progress in successfully attaining one of its key initiatives: Establishing evidence-based treatment approaches in all close custody facilities that emphasize communication development and positive interactions between youth. Staff continue to receive training in the delivery of these curricula as well as in verbal de-escalation and behavior management. In addition, OYA is developing definitive program criteria and population to improve program assignment decisions that match youth on risk, need, and responsivity factors. These steps are all intended to create environments best suited for positive change in youth and to maintain safe respectful living situations.

20. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in our facility programs
- Continue to refine the agency system of risk, need, and assessment to ensure that youth profiles and concerns are properly identified
- Increase emphasis on population matching with appropriate services and approaches when making decisions on placement
- Continue to emphasize safety and verbal de-escalation in staff training as well as the development of skills that best position staff to support the positive growth and transition readiness of the youth in their charge
- Complete implementation of the facility Youth Incident Report in JJIS. Using the agency's management information system to collect and aggregate incident/injury data will allow for meaningful report and evaluation of youth injuries, including location, activity and relating factors
- Continue to review incidents that result in significant injury to youth to determine what corrections or improvements may be in order
- Continue to support agency implementation of evidence-based cognitive behavioral treatment programs in all youth correctional facilities, including ongoing monitoring of treatment provided
- Broaden and refine the implementation of Aggression Replacement Training curriculum in youth correctional facilities

21. ABOUT THE DATA

Injuries are defined as follows: An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported include physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. In addition to the above definition, the injury must also involve two youth under OYA supervision, one injuring the other, and can be recreational or assaultive in nature. This data is collected manually using the Critical Incident Transition Report and is reviewed regularly by the Statewide Quality Improvement Committee. There is some concern about consistent application of the injury definition. The OYA is currently implementing the JJIS Youth Incident Report, which will replace the manual collection of injuries. During fiscal year 2007, the OYA served approximately 1,445 youth in close custody facilities, which created 316,900 days of opportunity for youth injuries to occur; there were a total of 52 injuries.

In addition to reporting the number of injuries, OYA calculates a rate which allows for meaningful comparisons over time by accounting for fluctuations in the population size. To calculate the rate, OYA utilizes the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based

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on the PbS definition, a person-day represents one youth spending one day in a facility. For example, 30 person-days of youth confinement could be a single youth confined for 30 days or six youths confined for five days each. As the OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by the measure.

The calculated rate of the 52 injuries occurring during fiscal year 2007 is .016 per 100 person-days of youth confinement. In other words, there was one injury during fiscal year 2007 for every 6,250 person-days of youth confinement.

	FY-06	FY-07
Number of injuries	6	52
Rate per 100 person-days	.002	.016

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
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KPM #3b	YOUTH TO YOUTH INJURIES - FIELD Number of injuries to youth by other youth per fiscal year	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Critical Incident Transition Report, residential program incident reports	
Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234	

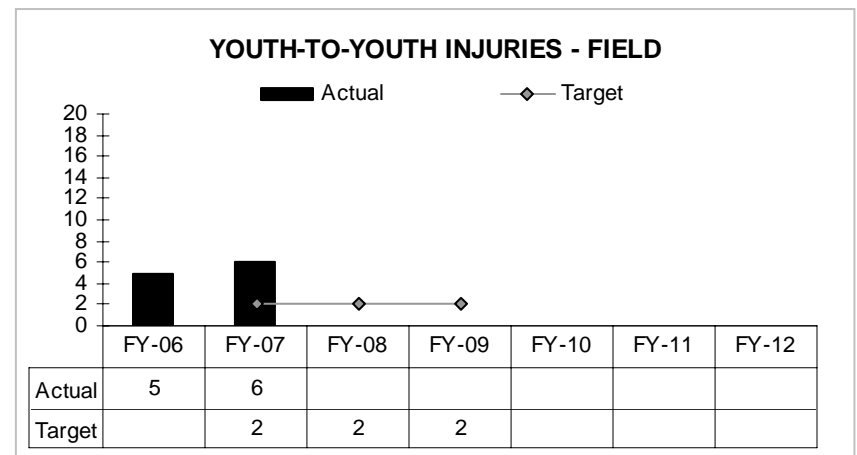
22. OUR STRATEGY

Efforts to prevent youth-to-youth injuries include:

- Providing staff training that focuses on teaching youth anger control, problem-solving and pro-social skills through cognitive behavioral interventions.
- Maintaining appropriate supervision of and support to youth in the community

23. ABOUT THE TARGETS

Previous changes to the agency’s definition of “youth-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to OYA youth caused by other OYA youth and is an important measure of youth-to-youth interaction. Initial targets established in fiscal year 2006 underestimated the number of youth incidents included in the agency’s broader definition of injury. As a consequence of the recent redefining of this KPM, it was anticipated the actual number of incidents would exceed the projected targets, as there are some additional efforts needed in clarifying the definition and data collection process. After reviewing data for a reasonable sample period, the agency will re-evaluate KPM targets and establish aggressive, yet attainable, targets to reduce this type of youth injury. (Note: All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on maintaining safe environments for all youth and staff).



23. HOW WE ARE DOING

The OYA had six incidents of youth injuries for youth in substitute care during the fiscal year 2007. Although no incident is acceptable, this number is a relatively low rate.

24. HOW WE COMPARE

There are no comparative data that corresponds to these criteria. Currently, Performance-based Standards measures are being developed for field services and will provide comparative data in future reports.

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25. FACTORS AFFECTING RESULTS

The OYA is working with residential programs and foster care providers in delivering effective treatment interventions for youth. Enhanced treatment modalities consist of problem solving and anger management skill development, as well as teaching prosocial thinking. Increasing prosocial skills affect youth ability to cope and could be one explanation of the limited number of youth-to-youth injuries over the past two fiscal years. Additionally, within foster care, ongoing training to foster parents and increased supervision standards have assisted in keeping youth-to-youth injuries to a minimum.

The OYA contracts require community residential programs to report all youth injuries. The OYA Community Resources Unit (CRU) regularly monitors all incidents using a comprehensive database. The CRU staff follow-up with programs after all incidents, and corrective action plans are generated as needed. This form of monitoring and quality improvement has likely contributed to the low number of youth-to-youth injuries in the field.

The OYA uses the Risk Needs Assessment (RNA) to effectively match youth to placement based on risk level. This evidence-based practice may contribute to the low number of youth-to-youth injury incidents.

26. WHAT NEEDS TO BE DONE

- Continue to evaluate and monitor youth to youth incidents on a regular basis
- Continue to provide assistance and training to agency providers (i.e., foster parents, contracted community residential providers, etc.) with focus on proactive behavioral management intervention techniques such as verbal de-escalation
- Continue to implement and support use of evidence-based interventions, targeting anger management, and pro-social skills training
- Fully implement the Youth Incident Report which will track all youth related events. This new data system will streamline the current multi-reporting process and allow for more accurate documentation of incidents and more timely response to these situations

27. ABOUT THE DATA

Injuries are defined as follows: An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported include physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. In addition to the above definition, the injury must also involve two youth under OYA supervision, one injuring the other, and can be recreational or assaultive in nature. Injuries counted for this measure include youth injured while under residential or foster care supervision. This data is collected manually using the Critical Incident Transition Report and the residential program incident reports and is reviewed regularly by the Statewide Quality Improvement Committee. There is some concern about consistent application of the injury definition. The OYA is currently implementing the JJIS Youth Incident Report which will replace the manual collection of injuries. During the 2007 fiscal year, OYA served approximately 1,269 youth in residential and foster care placements, which created 201,584 days of opportunity for youth injuries to occur; there were a total of six injuries.

In addition to reporting the number of injuries, OYA calculates a rate which allows for meaningful comparisons over time by accounting for fluctuations in the population size. To calculate the rate, OYA utilizes the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility (placement). For example, 30 person-days of youth confinement could be a single youth confined for 30 days or six youths confined for five days each. As the OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by the measure.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

The calculated rate of the six injuries occurring during fiscal year 2007 is .003 per 100 person-days of youth confinement. In other words, there was one injury during fiscal year 2007 for every 33,333 person-days of youth confinement (placement).

	FY-06	FY-07
Number of injuries	5	6
Rate per 100 person-days	.003	.003

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office, (503) 378-8261.

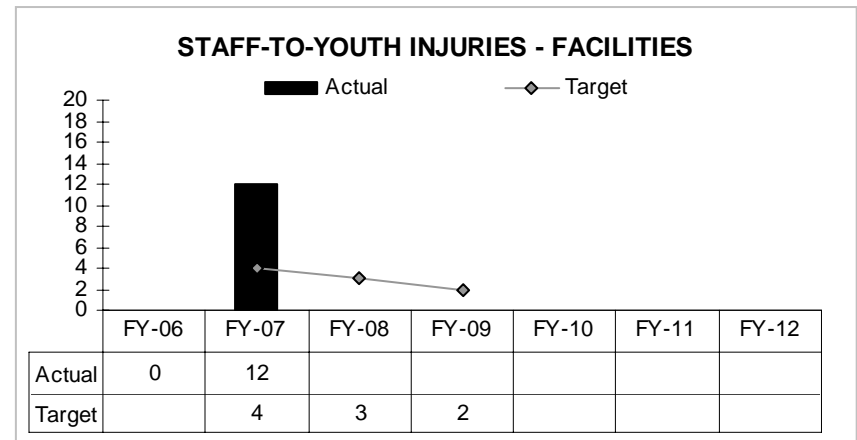
OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #4a	STAFF TO YOUTH INJURIES - FACILITIES Number of injuries to youth by staff per fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Critical Incident Transition Report	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

28. OUR STRATEGY

Establish an environment where values of positive communication, non-violence, and respect for self and others are emphasized through:

- Staff training emphasizing verbal de-escalation skills and approaches to working with youth as a means of minimizing physical intervention.
- Staff role-modeling appropriate, non-aggressive interaction on the living units.
- Staff supervision that promotes safety and structure.
- Cognitive behavioral interventions to youth and treatment curricula focusing on improving anger control, problem-solving, pro-social skills, and reduction in aggressive behaviors toward others to prevent high risk injury incidents.



29. ABOUT THE TARGETS

Recent changes to the agency’s definition of “staff-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by interaction with OYA staff and is an important measure of the agency’s ability to achieve goals relating to youth interaction. The initial targets established in fiscal year 2006 were created based on a less strict definition of injury. As a consequence of the recent redefining of this KPM, it was anticipated the actual number of incidents would exceed the projected targets, as there are some additional efforts needed in clarifying the definition and data collection process. After reviewing data for a reasonable sample period, the agency will re-evaluate KPM targets and establish an aggressive set of targets to reduce this type of youth injury.

(Note: All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on maintaining safe environments for all youth and staff.)

30. HOW WE ARE DOING

The fiscal year 2007 marked the first year in which the agency used a stricter definition of injury. This lower threshold resulted in a substantial increase in

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

the number of incidents rising to the level of “qualifying” for this KPM. Currently OYA, as a result of recent revisions to this KPM, has established a meaningful baseline to review and remediate factors contributing to youth injury.

32. HOW WE COMPARE

There are no comparative data for the newly adopted OYA definition of youth-to-youth injury. Closest is PbS which track any youth injury, regardless of source or severity. These include accidents, injuries from recreation and other minor mishaps. However, OYA facilities have consistently shown very low rates of youth-to-youth injuries when using the PbS definition and overall have demonstrated better than average safety performance when compared with PbS project participants.

33. FACTORS AFFECTING RESULTS

The OYA continues to progress in successfully attaining one of its key initiatives: Establishing evidence-based treatment approaches in all close custody facilities that emphasize communication development and positive interactions between youth and staff. Staff continue to receive training in the delivery of these curricula as well as in verbal de-escalation and behavior management skill development. In addition, OYA is developing a more defined set of program criteria and population definition to improve program assignment decisions that match youth on risk, need and responsivity factors. These steps are all intended to create environments best suited for positive change in youth and to maintain safe respectful living situations.

In instances where staff must physically intervene, the agency expects staff to respond in a manner that minimizes the chance of injury to youth or staff. Staff skills will be evaluated and training provided on a continuum that includes personal protection, verbal de-escalation, youth escort, physical intervention and group control techniques. Monitoring and review of all incidents of physical intervention also contributes to a minimum number of staff-to-youth injuries.

The OYA has placed significant emphasis on agency culture and has worked hard to create an environment of openness and transparency related to reporting incidents of injuries, concerns, and/or policy violations. As part of this effort, the OYA has increased the number of ways for youth to report their concerns, including a 24-hour hotline telephone number linked to the OYA Professional Standards Office (PSO). These steps may have contributed to enhanced validity of staff-to-youth injury data.

34. WHAT NEEDS TO BE DONE

- Continue to emphasize safety and positive skill development in agency facility programs
- Continue to refine our system of risk and need assessment to ensure that youth profiles and concerns are properly identified
- Increase emphasis on population matching with appropriate services and approaches when making decisions on placement
- Emphasize safety and verbal de-escalation in staff training as well as the development of skills that best position staff to support the positive growth and transition readiness of the youth in their charge
- Complete implementation of the facility Youth Incident Report in JJIS. Using the agency’s management information system to collect and aggregate incident/injury data will allow for meaningful report and evaluation of youth injuries, including location, activity, and related factors
- Review incidents that result in significant injury to youth to determine what corrections or improvements are needed
- Continue educating youth regarding their rights and how to report an incident where they feel they have been injured or abused in any way by an OYA staff (i.e., contacting Professional Standards Office).

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

35. ABOUT THE DATA

Injuries are defined as follows: An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported include physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. This data is collected manually using the Critical Incident Transition Report, and is reviewed regularly by the Statewide Quality Improvement Committee. There is some concern about consistent application of the injury definition. The OYA is currently implementing the JJIS Youth Incident Report which will replace the manual collection of injuries. During fiscal year 2007, the OYA served approximately 1,445 youth in close custody facilities, which created 316,900 days of opportunity for youth injuries to occur; there were a total of 12 injuries.

In addition to reporting the number of injuries, OYA calculates a rate which allows for meaningful comparisons over time by accounting for fluctuations in the population size. To calculate the rate, OYA utilizes the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility. For example, 30 person-days of youth confinement could be a single youth confined for 30 days or six youths confined for five days each. As the OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by the measure.

The calculated rate of the 12 injuries occurring during fiscal year 2007 is .004 per 100 person-days of youth confinement. In other words, there was one injury during fiscal year 2007 for every 25,000 person-days of youth confinement.

	FY-06	FY-07
Number of injuries	0	12
Rate per 100 person-days	0	0.004

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #4b	STAFF TO YOUTH INJURIES – FIELD Number of injuries to youth by staff per fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data source	Critical Incident Transition Report, residential program incident reports	
Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234	

36. OUR STRATEGY

Limit the number of staff-to-youth injuries by:

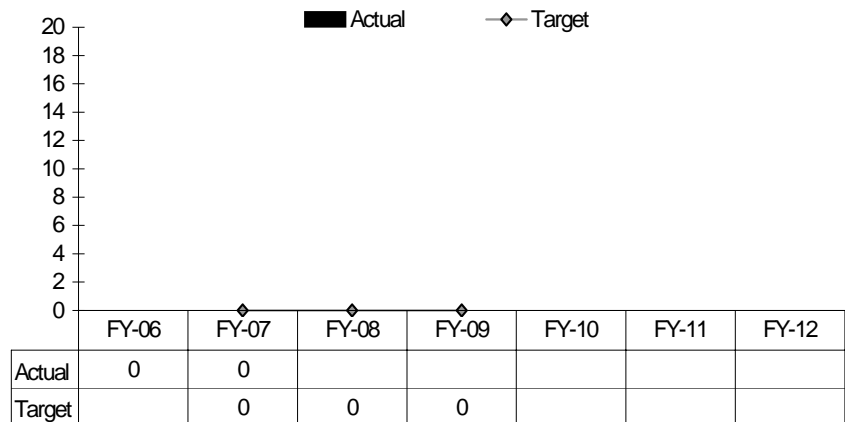
- Implementing a safety training continuum for OYA Juvenile Parole and Probation Officers (JPPO), Foster Care Certifiers, and parents, that includes personal protection and verbal de-escalation techniques.
- Regularly monitoring all staff-to-youth injury incidents.
- Providing technical assistance to community providers, including developing corrective action plans to prevent future incidents and ensure youth safety.

37. ABOUT THE TARGETS

The OYA supports a goal of zero injuries to youth by staff.

Recent changes to the agency’s definition of “staff-to-youth injury” have made this measure more meaningful and relevant to tracking youth safety. This KPM focuses on injuries to youth caused by interaction with OYA staff and contracted providers is an important measure of the agency’s ability to achieve goals relating to youth interaction. (Note: All youth injuries will continue to be documented and addressed through local processes, with the agency’s highest priority placed on maintaining safe environments for all youth and staff.)

STAFF-TO-YOUTH INJURIES - FIELD



38. HOW WE ARE DOING

OYA has not experienced any incidents of injury to youth by staff during this reporting period.

39. HOW WE COMPARE

There are no national data for comparison.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

40. FACTORS AFFECTING RESULTS

The OYA has well established protocols for managing youth who demonstrate out-of-control behaviors while placed with community providers. These procedures include OYA field staff requesting assistance from local law enforcement. Additionally, OYA contracts require community residential programs to report all incidents of youth injuries. The OYA Community Resources Unit (CRU) monitors all incidents using a comprehensive database on a monthly basis. The CRU staff follow-up with programs after all incidents and corrective action plans are generated as needed. Similarly, the OYA Foster Care Manager reviews all incidents of youth injuries in foster care on a regular basis. This form of monitoring and quality improvement has contributed to the absence of youth-to-youth injuries in the field.

The OYA uses a standard validated pre-service employment screening tool, IMPACT, which identifies compatibility for job classifications. In addition, all prospective JPPOs are required to pass a psychological exam prior to employment. Once hired, OYA trains providers in behavioral management techniques, safe restraint methods, and verbal de-escalation skills. Additionally, foster parents receive ongoing training in the areas mentioned above, as well as are trained on the required supervision standards set forth by OYA. These factors may contribute to keeping staff-to-youth injuries at a minimum.

41. WHAT NEEDS TO BE DONE

- Train field staff and providers in verbal de-escalation skills and modeling appropriate non-aggressive interactions
- Continue educating youth regarding their rights and how to report an incident where they feel they have been injured or abused in any way by an OYA staff or contracted provider
- Complete implementation of the field Youth Incident Report in JJIS. Using the agency's management information system to collect and aggregate incident/injury data will allow for meaningful report and evaluation of youth injuries, including location, activity, and related factors
- Continue to use a standard pre-service employment screening tool, the IMPACT, to ensure that the agency employs the best qualified personnel
- Review incidents that result in significant injury to youth to determine what corrections or improvements are needed
- Continue to investigate all reports of OYA staff misconduct through OYA Professional Standards Office (PSO)
- Increase emphasis on population matching with appropriate services and approaches when making decisions on placement
- Continue to offer training opportunities to OYA staff and contracted providers focusing on safety and verbal de-escalation skill development

42. ABOUT THE DATA

Injuries are defined as follows: An instance in which a youth is hurt and requires medical attention beyond routine first aid. Injuries reported include physical harm such as a break in the skin requiring suture, bruising accompanied by swelling and/or extreme pain, broken bones, or internal injury. Injuries counted for this measure include youth injured while under residential or foster care supervision. This data is collected manually using the Critical Incident Transition Report and the residential program incident reports, and is reviewed regularly by the Statewide Quality Improvement Committee. There is some concern about consistent application of the injury definition. The OYA is currently implementing the JJIS Youth Incident Report which will replace the manual collection of injuries. During the 2007 fiscal year OYA served approximately 1,269 youth in residential and foster care placements, which created 201,584 days of opportunity for youth injuries to occur; there were no injuries.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

In addition to reporting the number of injuries, OYA calculates a rate which allows for meaningful comparisons over time by accounting for fluctuations in the population size. To calculate the rate, OYA utilizes the Performance-based Standards (PbS) project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the PbS definition, a person-day represents one youth spending one day in a facility (placement). For example, 30 person-days of youth confinement could be a single youth confined for 30 days or six youths confined for five days each. As OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by the measure.

The calculated rate of the zero injuries occurring during fiscal year 2007 is zero per 100 person-days of youth confinement.

	FY-06	FY-07
Number of injuries	0	0
Rate per 100 person-days	0	0

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

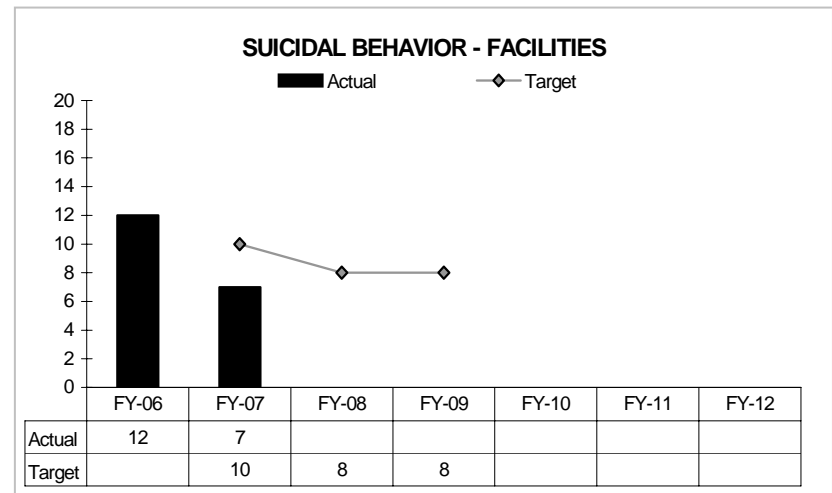
OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #5a	SUICIDAL BEHAVIOR - FACILITY Number of attempted suicides during the fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) Suicide Documentation Report 310	
Owner	Brian Florip, Assistant Director, Facility Operations (503) 373-7238	

43. OUR STRATEGY

Establish an environment where all staff are formally trained in indicators of youth risk for suicidal behavior and techniques for reducing suicide risk including:

- Assessing all youth in a timely fashion and at transition points, at which time research shows elevated risks of suicidal behavior.
- Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to assure their safety. Currently the OYA Training Academy provides four trainings per year on a nationally recognized suicide prevention program, ASIST (Applied Suicide Intervention Skills Trainings). New employees receive eight hours of training on suicide prevention and intervention and veteran staff are required to complete a two hour training update on an annual basis.
- Consistently applying re-evaluation, monitoring techniques, and interventions until risks are mitigated and measures responding to suicidal behavior can be safely reduced.



44. ABOUT THE TARGETS

This measure has been recently redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level. The targets established reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. The OYA, with the assistance from pre-eminent national experts and Oregon youth advocates, has an established suicide prevention plan. Our priority on screening, prevention, and early intervention are reflected in the targets.

(Note: All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health interventions, with the agency’s highest priority placed on maintaining safe environments for all youth and staff.)

45. HOW WE ARE DOING

The OYA’s first year of data collection on this measure in fiscal year 2006, showed a relatively low number of incidents where suicidal behavior occurred as

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

defined by the measure. Fiscal year 2007 showed an even lower incidence of this type of behavior. This reflects the agency's continued emphasis on youth safety and strict attention to a suicide prevention policy recognized as a national model. In addition, OYA has established a process where the agency's clinical director personally reviews all incidents of suicidal behavior to determine if they meet criteria for inclusion in the performance measure data and to advise the facility and local clinicians on appropriate follow-up and intervention. The OYA is committed to ongoing attention and consistency in preventing youth suicides and assuring youth safety.

46. HOW WE COMPARE

Juvenile justice on the national level does not collect and aggregate data on youth suicidal behavior in facility custody. However, the OYA's participation in the Performance-based Standards project does provide the ability to compare agency outcome data in the general area of self harm and suicidal ideation with other facilities and systems participating in the project. PbS measures relating to suicidal behavior reflect the tracking of any youth behavior, regardless of type or severity that results in self harm. With the PbS definition of suicidal behavior, OYA facilities have consistently shown low rates of suicidal behavior, demonstrating safety performance better than the average rate for PbS project participants.

47. FACTORS AFFECTING RESULTS

By their very circumstance, youth placed in youth correctional facilities have a high risk of suicidal behavior. Risk is elevated when youth who have a history of substance abuse, mental illness, and suicidal behavior are placed in a structured environment and separated from their community support systems.

The OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy and on new knowledge or practices related to the prevention of suicidal behavior.

Screening and assessment protocols are regularly reviewed by OYA leadership to determine whether these screening measures are effectively identifying higher risk youth. The OYA has recently implemented the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

48. WHAT NEEDS TO BE DONE

- Continue to emphasize youth safety in facility programs
- Continue to refine the agency's system of screening and assessment to ensure that youth profiles and risks are properly identified
- Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced
- Increase emphasis on population matching with appropriate services and approaches in making decisions on placement
- Emphasize safety in staff training as well as maintaining readiness to respond to youth exhibiting suicidal thoughts or behavior
- Continue to review incidents that result in significant suicidal behavior in youth to determine what corrections or improvements may be in order
- Continue to monitor the research literature on the assessment of and interventions for suicidal behavior
- Continue to provide appropriate levels of mental health treatment and staff resources

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

49. ABOUT THE DATA

Suicidal Behavior is defined as follows: Serious Suicidal Behavior – significant tissue damage (i.e. probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., medication overdoses, objects around necks where marks are left). Facility staff record suicidal behaviors in JJIS as they occur. The data are extracted from JJIS into the Suicide Documentation Report 310 on a monthly basis and reviewed by the Clinical Director. JJIS is a well established information system. JJIS Implementation Coordinators provide staff training using operational definitions to record suicidal behaviors into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data. During fiscal year 2007, OYA served approximately 1,445 youth in close custody facilities, which created 316,900 days of opportunity for youth to display suicidal behaviors; there were a total of seven serious suicidal behavior incidents.

In addition to reporting the number of suicidal behavior incidents, OYA calculates a rate which allows for meaningful comparisons over time by accounting for fluctuations in the population size. To calculate the rate, OYA utilizes the PbS project method of person-days of youth confinement (PbS Glossary, October 2007). Based on the definition, a person-day represents one youth spending one day in a facility. For example, 30 person-days of youth confinement could be a single youth confined for 30 days or six youths confined for five days each. As the OYA adds additional bed capacity over the next biennium, it will be important to consider the rate of suicidal behavior incidents, while also reporting the number of suicidal behavior incidents as called for by the measure.

The calculated rate of the seven serious suicidal behavior incidents occurring during fiscal year 2007 is .002 per 100 person-days of youth confinement. In other words, there was one incident of serious suicidal behavior during fiscal year 2007 for every 50,000 person-days of youth confinement.

	FY-06	FY-07
Number of serious suicidal behavior incidents	12	7
Rate per 100 person-days	.004	.002

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director’s Office at (503) 378-8261.

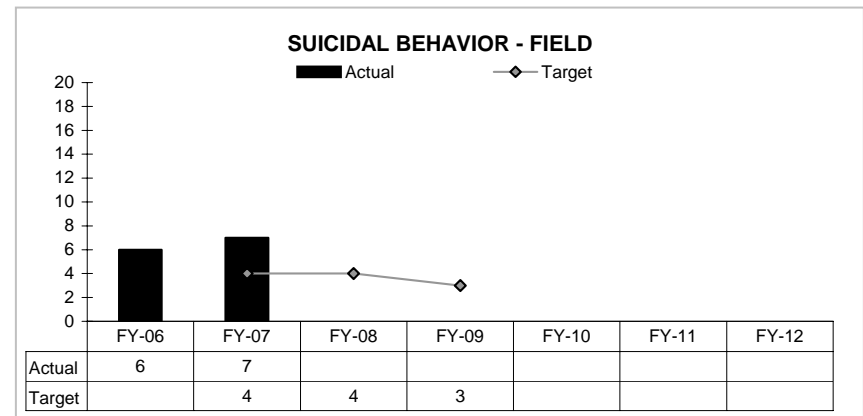
OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #5b	SUICIDAL BEHAVIOR - FIELD Number of attempted suicides during the fiscal year.	Measure since: 2006
Goal	YOUTH SAFETY – Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) Suicide Documentation Report 310, residential program incident reports	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

50. OUR STRATEGY

Establish an environment where all staff are formally trained in indicators of youth risk for suicidal behavior and techniques for reducing suicide risk including:

- Assessing all youth in a timely fashion and at transition points, at which time research shows elevated risks, particularly when youth are transferred to community programs.
- Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to assure their safety. Currently, the OYA Training Academy holds four Applied Suicide Intervention Skills Trainings (ASIST) per year for all staff. Contracted providers are encouraged to attend these training sessions. New employees receive eight hours of training on suicide prevention and intervention.
- Consistently applying re-evaluation, monitoring techniques, and interventions until risks are mitigated and measures responding to suicidal behavior can be safely reduced.



51. ABOUT THE TARGETS

Based on analysis obtained from 2005-2006 data, this year’s target was set at four. This measure has been recently redefined to focus on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level of agency scrutiny. The targets established reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. The OYA, with the assistance from pre-eminent national experts and Oregon youth advocates, has an established suicide prevention plan. Our priority on screening, prevention, and early intervention are reflected in the targets.

(Note: All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health interventions).

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

52. HOW WE ARE DOING

Overall, since July 1, 2005, there have been a relatively low number of suicidal behavior incidents, although this past year there was a slight increase from six to seven. The OYA continues to focus efforts on youth safety and suicide prevention and has consulted with national experts on youth suicide. The agency has established a suicide prevention policy grounded in best practice and the current body of research on this subject. Staff are trained annually on the agency's suicidal behavior policy and on new knowledge or practices related to the prevention of suicidal behavior.

Screening and assessment protocols are regularly reviewed by OYA leadership to determine whether these screening measures are effectively identifying higher risk youth. The OYA has recently implemented the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

53. HOW WE COMPARE

There are no comparative data for this measure.

54. FACTORS AFFECTING RESULTS

The OYA's Clinical Director reviews all incidents of suicidal behavior to determine if the situation meets the criteria for inclusion in the performance measure data and to advise the staff and local clinician on appropriate follow-up and intervention. Additionally, the OYA has consulted with national experts on youth suicide and established a suicide prevention policy grounded in best practice and the current body of research on the subject. This ongoing training allows staff and providers to better identify suicidal behavior, directly affecting the results of this measure.

Ensuring appropriate supports and resources are in place in the event that a youth displays at risk behavior for self harm is a critical piece in ensuring youth safety. The local OYA field staff works closely with county mental health to triage, screen, and provide intervention services for youth on parole or probation. The OYA also collaborates with county emergency services to access hospitalization services for high risk youth. In addition, OYA has contracted with two residential providers who serve youth with significant mental health needs to provide history of suicidal ideation in their youth intake summary. This resource has provided a needed relief for care of at-risk youth on probation status.

55. WHAT NEEDS TO BE DONE

- Continue to refine the agency's system of screening and assessment to ensure that youth profiles and risks are properly identified
- Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for intervention and monitoring until risks are reduced
- Increase emphasis on population matching with appropriate services and approaches in making decisions on placement
- Emphasize safety in staff training as well as the maintenance of readiness to respond to youth exhibiting suicidal thoughts or behavior. Training for field staff should include information on youth trends in accidental deaths (e.g. resulting from experimentation with drugs or sex)
- Continue to review incidents that result in significant suicidal behavior in youth to determine what corrections or improvements are needed
- Continue to emphasize youth safety in youth services
- Establish timely coordination and uniform access to services for youth with mental health issues at both the state and county levels
- Train JPPO staff to implement and interpret results from the MAYSI-II to provide additional information regarding about youth risk
- Continue to monitor the research literature on the assessment of and interventions for suicidal behavior
- Increase the availability of suicide prevention training to contracted community providers

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

56. ABOUT THE DATA

Suicidal Behavior is defined as follows: Serious Suicidal Behavior – significant tissue damage (i.e., probability of lethality was high or serious attempt to die); any incident of self-harm that required hospitalization; objects around neck causing oxygen deprivation; any behavior done outside of adult awareness where probability of lethality was high (e.g., medication overdoses; objects around necks where marks are left). This measure includes all youth in the field (not just those under provider supervision). Field staff record suicidal behaviors in Juvenile Justice Information System (JJIS) as they occur. The data are extracted from JJIS into the Suicide Documentation Report 310 on a monthly basis and reviewed by the Clinical Director. Residential program incident reports are also reviewed. JJIS is a well established information system. JJIS Implementation Coordinators provide staff training using operational definitions to record suicidal behaviors into JJIS reliably and the Statewide Quality Improvement Committee routinely reviews the data. There were a total of seven serious suicidal behavior incidents during fiscal year 2007.

The information needed to calculate the rate based on the entire field population served is not currently available.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261..

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

KPM #6	INTAKE ASSESSMENTS Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.	Measure since: 2006
Goal	ASSESS RISK – Improve the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 308b and 309b	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

57. OUR STRATEGY

Ensure all youth are assessed in a timely manner using the OYA Risk/Need Assessment (OYA/RNA) tool through:

- Centralizing facility intake to add consistency to the assessment process.
- Training facility intake staff and Juvenile Probation and Probation Officers (JPPOs) on how to conduct the OYA RNA.

58. ABOUT THE TARGETS

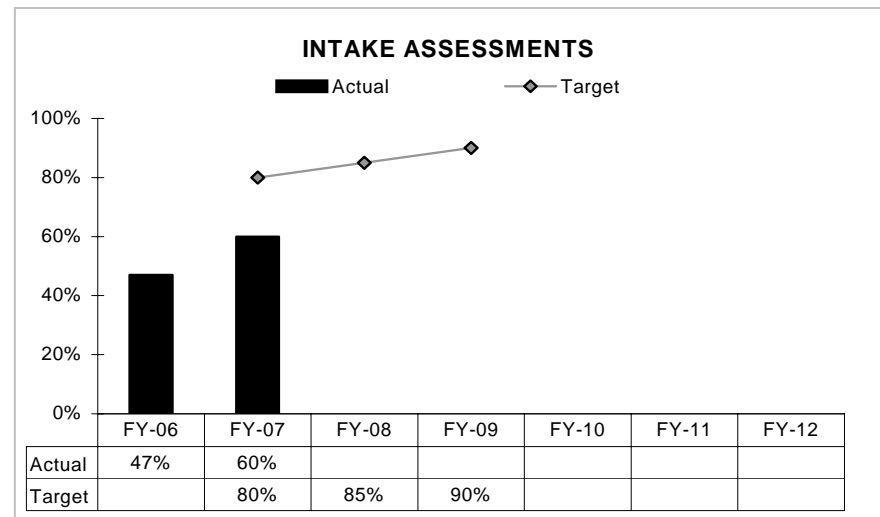
Aggressive targets have been established for this measure, since accurate and timely assessment of youth criminogenic risk and need is the foundation for appropriate case planning. The target for fiscal year 2007 was 80% of assessments completed within 30 days of commitment with an increase of 5% increments anticipated in fiscal years 2008 and 2009.

59. HOW WE ARE DOING

Performance on this measure for fiscal year 2007 showed partial achievement of the agency’s goal. Although there was a substantial increase in performance over the fiscal year 2006, the agency fell short of the target of 80%. Training for all staff who administer the OYA RNA has been completed, and the curriculum for new staff orientation includes an introduction to the assessment tool. Since utilizing a standardized risk need assessment tool is a relatively new process, the OYA expects that as staff proficiency in the use of the tool increases, there will be improvements on this measure during the next fiscal year. The agency will continue to emphasize to staff the importance of timely administration.

60. HOW WE COMPARE

Juvenile justice on the national level does not collect and aggregate data on the administration and timeliness of risk assessments. Many juvenile justice systems have yet to implement a standardized, validated risk/need assessment tool and therefore, the OYA is among national leaders in the area of assessment and case plan development according to a program review conducted by a national expert.



Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

61. FACTORS AFFECTING RESULTS

Key factors influencing the OYA's results on this measure include staff training and monitoring compliance with this measure. In facility environments, youth are available in a controlled and structured environment, which makes interviews and assessments easier to complete. In the community settings, access to the youth is sometimes more difficult to arrange and creates difficulty in assuring timely assessments. An additional factor common to both facility and field is the ready availability of background information on the youth case.

62. WHAT NEEDS TO BE DONE

- Continue to provide ongoing training to all staff involved in administration of the assessment tool
- Continue to monitor staff performance in meeting this performance measure's aggressive time requirements
- Continue to emphasize the importance of the agency's assessment protocols and emphasize timely and consistent assessment of youth in both facility and field environments.
- Continue to monitor whether completed risk/needs assessments are being locked in JJIS
- Developing capacity for community residential assessment and evaluation

63. ABOUT THE DATA

The OYA completes the RNA on all youth to determine their risk to re-offend and to ascertain their needs and the positive influences in their lives. The OYA/RNA is completed by OYA facility and field staff responsible for assessing the youth. This performance measure requires completion of the OYA/RNA within 30 days of commitment to OYA probation or admission to a youth correctional facility. The OYA/RNA data is stored in JJIS and extracted into KPM Extract Report 308a - Field and 309a - Facility on a monthly basis. JJIS Implementation Coordinators provide staff training using operational definitions to record the assessments into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

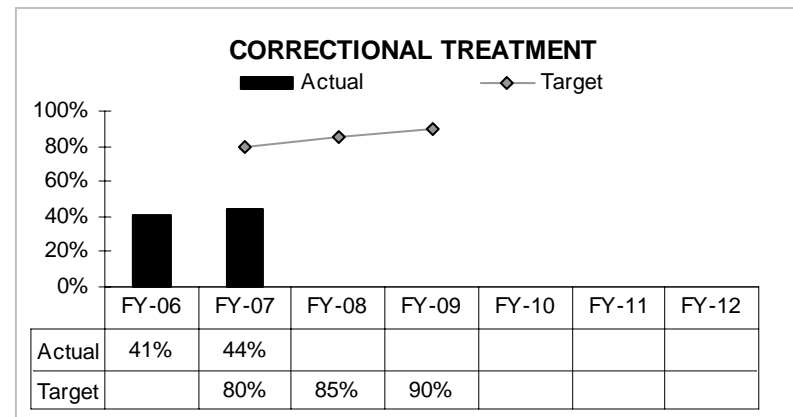
KPM #7	CORRECTIONAL TREATMENT Percent of youth committed to OYA for more than 30 days whose records indicate active domains in an OYA case plan as identified in the OYA/RNA. Interim Measure: Percent of youth who received an OYA Risk/Needs Assessment (RNA) and whose records indicate an open case plan within 30 days of commitment to OYA probation or admission to facility.	Measure since: 2006
Goal	TARGET TREATMENT – Improve the effectiveness of correctional treatment by targeting youth offenders’ criminogenic risks & needs.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 308b and 309b	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

64. OUR STRATEGY

Assure that each youth assessed using the OYA Risk/Need Assessment (OYA/RNA) has an individual case plan developed in a timely manner mainly through emphasizing to staff the importance of adhering to agency standards of case plan development within 30 days of commitment.

This KPM links closely with KPM #6, timeliness of assessment, in that information obtained about individual youth during the assessment process is used to develop meaningful case plans targeting known predictors of future criminal behavior. To address timely completion of case plans, the OYA strategy includes:

- Train facility and field staff to develop individualized case plans that target risks and needs.
- Train staff to accurately interpret OYA/RNA results to provide the basis for case plan development.
- Train staff to accurately document work on the JJIS automated case planning system.



65. ABOUT THE TARGETS

Aggressive targets have been established for this measure – 80% for fiscal year 2007, with additional 5% increments anticipated in fiscal years 2008 and 2009. These targets were established with the recognition that timely case plan formulation is key in determining appropriate placement and service provision. The OYA has established an interim measure that focuses on the link between a completed RNA and the development and activation of the youth case plan. Data from this measure will be collected and analyzed, and targets will be re-established in future cycles of performance measure review.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

66. HOW WE ARE DOING

JJIS automated case plans have been in existence since April 2006. While the 44% rate is lower than targeted for fiscal year 2007, it reflects an increase in performance from the previous year. Training all staff responsible for administering the OYA RNA has been completed. In addition, curriculum that includes an introduction to the assessment tool has been developed for new staff orientation. The OYA anticipates an increase in this measure in fiscal year 2008 as a result of these efforts and as a result of changes in the measure from 30 to 60 days to complete the case plan. Additionally, staff training focused on using the OYA RNA results to develop effective case plans was completed in spring 2007, and will likely contribute to improvements in the next fiscal year.

67. HOW WE COMPARE

Juvenile justice on the national level does not collect and aggregate data on risk assessment and its relationship to timely case plan development. The OYA is among national leaders in the area of assessment and case plan development.

68. FACTORS AFFECTING RESULTS

Staff training, compliance monitoring, and continued use of a multi-disciplinary team approach to treatment planning are all factors that have improved performance on this measure. In the facility settings, youth are available in a controlled and structured environment making interview and assessment, followed by case plan development, easier to accomplish. In the community settings, access to probation youth is sometimes more difficult to arrange and creates challenges in assuring timeliness of assessment and subsequent case plan development. An additional barrier common to both facility and field is the lack of background information on youth when committed to OYA probation or admitted to an OYA facility.

69. WHAT NEEDS TO BE DONE

- Capture youth information from the county of commitment at the point of the youth's commitment to OYA. Co-management agreements will be reviewed and discussions pursued to improve how information is transferred at point of OYA commitment
- Continue to emphasize the importance of the agency's assessment protocols and emphasize timely and consistent assessment of youth in both facility and field environments.
- Review and revise the process to monitor whether risk/needs assessments are being completed and documented in JJIS
- Provide ongoing training to all staff involved in administration of the agency's risk assessment tool
- Continue to emphasize the multi-disciplinary team approach to case management, centered on the youth case plan as the framework document
- Develop an automated process to evaluate the quality of the case plan, including whether case plan domains indicated by the OYA RNA are reflected in the active domains in the case plan

70. ABOUT THE DATA

Interim Measure: Percent of youth who received an OYA RNA and whose records indicate an open case plan within 30 days of commitment to OYA probation or admission to facility. The OYA RNA and case plan reside in JJIS and are completed by OYA staff. For the KPM, the OYA RNA must be completed within 30 days prior to or following commitment to OYA probation, or admission to a youth correctional facility, and the case plan must also be completed within 30 days of commitment to OYA probation, or admission to a youth correctional facility. The interim measure does not evaluate which domains are indicated in the OYA RNA. The OYA RNA data is stored in JJIS and extracted into KPM Extract Report 308b - Field and 309b - Facility on a monthly basis. JJIS is a well established information system. JJIS Implementation Coordinators provide staff training using operational definitions to record the case plan into JJIS reliably and the Statewide Quality Improvement Committee routinely reviews the data.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

KPM #8	EDUCATIONAL SERVICES		Measure since: 2006
	Percent of youth committed to OYA for more than 60 days whose records indicate that they have received the education programming prescribed by their OYA case plan. Interim Measure: Percent of youth committed to OYA for more than 60 days whose records indicate an open education domain in their case plan who are receiving or received the identified intervention.		
Goal	PROVIDE EDUCATION– Provide education programming that prepares youth offenders for responsibility in the community.		
Oregon Context	Benchmark 62. Juvenile Arrests		
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 308b and 309b		
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531		

71. OUR STRATEGY

Work with education contractors in facilities and with education providers in the community to assure that each youth receives appropriate educational assessment in a timely manner. The strategy includes:

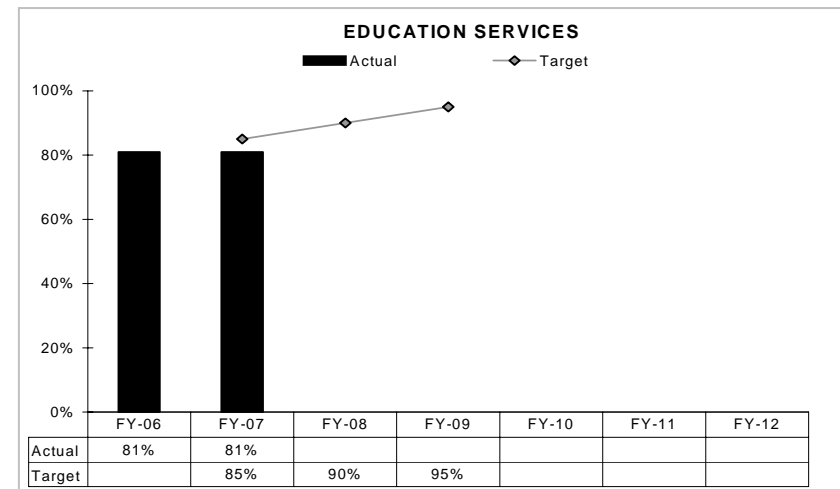
- Assessing youth for educational needs through the OYA/RNA and specialized assessments.
- Reviewing case plans monthly to monitor progress toward reaching the case plan goals, including education needs.
- Providing automated JJIS reminders and data collection tools for education information.
- Using the Multi-Disciplinary Team (MDT) process to ensure needed services are readily identified and referrals are made based on individual youth needs.

72. ABOUT THE TARGETS

Aggressive targets have been established for this measure since appropriate educational programming has been shown by research to have a positive impact on reducing future criminal behavior. The OYA has established an interim measure that focuses on the link between an open education domain and verification that the identified services are being, or have been, delivered.

73. HOW WE ARE DOING

The OYA’s performance in this key measure, while falling just shy of the ambitious target of 85% for fiscal year 2007, is quite high. This reflects the agency’s continued emphasis on appropriate educational assessment and timely educational service delivery.



Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

74. HOW WE COMPARE

This OYA KPM mirrors the national PbS outcome measure related to education service delivery. PbS is a system used to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome data. Over the last five years, the OYA has achieved full compliance with this PbS measure and performs well above the average for jurisdictions participating in the national project. Juvenile justice on the national level does not collect data on the administration and timeliness of education assessment and its relationship to timely case plan development.

75. FACTORS AFFECTING RESULTS

Several factors have had a positive influence on this measure: Staff training, communicating with education contractors and providers about the timelines and expectations of this KPM, and continued use of the multi-disciplinary team approach. An additional factor affecting performance on this measure for both facility and field staff is the ready availability of background information and previous educational transcripts on the youth, particularly those who have been away from academic programming for some time.

76. WHAT NEEDS TO BE DONE

- Conduct case audits quarterly to ensure appropriate and timely receipt of educational services
- Complete training for field staff on documentation requirements for youth education in JJIS for this KPM to increase accuracy of the data
- Develop and deliver training for JPPOs on the requirements of special needs youth and the education system
- Continue to work with the Oregon Department of Education (which oversees OYA facility education programming) and local schools to coordinate transfer of school records to expedite the enrollment process (to by-pass the standard 21-day waiting period)
- Continue to emphasize timely and consistent educational assessment of youth in both facility and field settings
- Further communicate and clarify performance expectations with education contractors and partners

77. ABOUT THE DATA

Interim Measure: Percent of youth committed to OYA for more than 60 days whose records indicate an open education domain in their case plan who are receiving or received the identified intervention. The interim measure computes the percent of youth committed to OYA for more than 60 days whose records indicate an open education domain in their case plan who are receiving or received the identified intervention. This measure includes OYA youth in facilities, on probation, or on parole. The interim measure does not determine if the youth has special educational needs. The case plan data is stored in JJIS and extracted into KPM Extract Report 308b - Field and 309b - Facility on a monthly basis. JJIS is a well established information system. JJIS Implementation Coordinators provide staff training using operational definitions to record the case plan into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

KPM #9	COMMUNITY REENTRY SERVICES Number of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risks and needs (domains) identified in OYA case plan Interim Measure: Number of youth released from close custody during the fiscal year who reviewed the transition plan in their case plan within 30 days prior to release.	Measure since: 2006
Goal	COMMUNITY REENTRY SERVICES –Continue to provide effective correctional services to youth offenders released from facility.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 308b	
Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234	

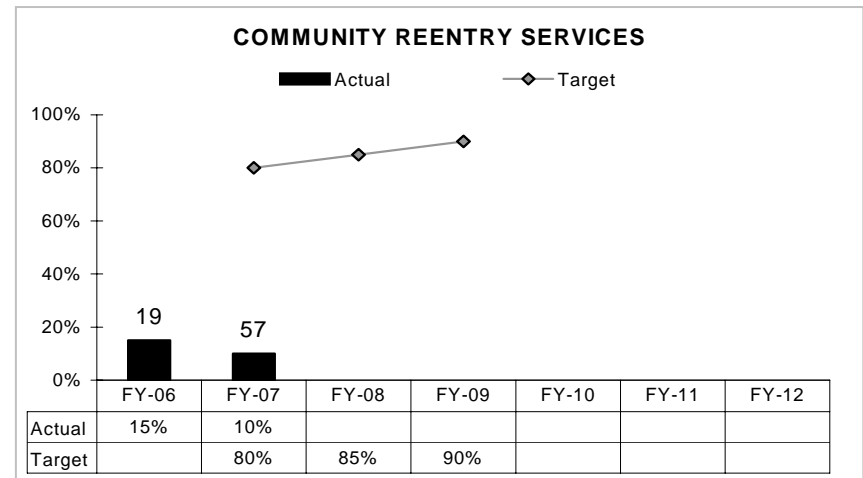
78. OUR STRATEGY

The OYA employs a variety of methods to ensure youth receive transition services, including:

- Training all staff in evidence-informed case management and the importance of transition planning.
- Assigning individual Juvenile Parole Probation Officers to a youth at time of commitment to follow youth for the entire stay with OYA (e.g. from probation to close custody to parole).
- Adjusting individual service guidelines to allow providers to work with youth 90 days prior to release from close custody.

79. ABOUT THE TARGETS

In fiscal year 2006, the OYA established the current targets based on the belief that linking youth to appropriate transition services is a critical factor in decreasing the likelihood a youth will commit additional crimes. Data show that only 10% of youth, compared with the target of 80%, received the necessary transition services. It has become apparent through the current reporting period, that problems in the current data collection process make it impossible to accurately assess how well the agency is performing relative to this KPM.



80. HOW WE ARE DOING

The drastic difference in the actual data and the desired target reflects a significant problem in the data collection for this KPM. The low numbers shown can be attributed to the fact that documentation of transition goals and activities in JJIS is a new practice and that not all transition reviews are being documented accurately. The OYA is certain the vast majority of youth are receiving the transition services needed and will continue to focus efforts in improving data collection and accuracy.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

81. HOW WE COMPARE

The Performance-based Standards (PbS) project provides comparative data (Pbs Standards - Reintegration 1 and 2) to OYA's interim transition plan measure. The OYA has performed at a high level on the PbS measure since these standards were established in 2002, showing plan completion rates exceeding the average.

82. FACTORS AFFECTING RESULTS

The primary factor affecting a timely transition with planning for placement and service coordination is the close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which adversely impact the transition planning process. A Multi Disciplinary Team meets quarterly to review youth progress and to determine transition planning activities. However, this is very difficult to accomplish with untimely releases.

The OYA has coordinated local services to include Functional Family Therapy, an evidence-based approach to working with youth and families upon return to the community, and recently completed a solicitation for re-entry services statewide. These activities have direct impact on youth release and transition back into the community. Additionally, the Office of Minority Services provides transition for minority youth returning from facilities.

83. WHAT NEEDS TO BE DONE

- Continue to provide staff training on best practice in transition planning as well as OYA case plan documentation standards
- Continue use of the Field Supervisors Case Audit process to review and assess transition plans and services
- Fully implement the Multi Disciplinary Team standards, which includes all core team members and other treatment providers to be present at quarterly meetings (i.e., youth, JPPO, family member, mental health professional, etc.) to better ensure successful transition
- Continue to engage community providers throughout the case planning process, particularly prior to youth transition
- Continue to pre-qualify youth for Social Security services prior to release from close custody. This ensures that once the youth is in the community these services are active immediately
- Continue to actively recruit for providers who offer reintegration and transition services

84. ABOUT THE DATA

Interim Measure: Number of youth released from close custody during the fiscal year who reviewed the transition plan in their case plan within 30 days prior to release. Of the 575 youth released from close custody during fiscal year 2007, OYA could document that 10% (57 youth) reviewed the transition plan in their case plan within 30 days prior to release. The data came from the transition goal in the OYA case plan. Documenting that the youth reviewed their transition plan in JJIS is a new process, and there is concern that not all the reviews that took place were documented. The case plan data is stored in JJIS and extracted into KPM Extract Report 308b - Field on a monthly basis. JJIS is a well established information system. JJIS Implementation Coordinators provide staff training using operational definitions to record the case plan into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #10a	SCHOOL AND WORK ENGAGEMENT: PAROLE Percent of youth released from close custody during the fiscal year who are living in OYA Family Foster Care, independently or at home (OYA parole) and who are engaged in school, work, or both within 30 days of release. Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole) who are engaged in school, work, or both within 30 days of placement.	Measure since: 2006
	Goal	SCHOOL & WORK ENGAGEMENT – Engage youth offenders placed in the community with school and/or work immediately.
	Oregon Context	Benchmark 65. Juvenile Recidivism.
	Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 308b
	Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234

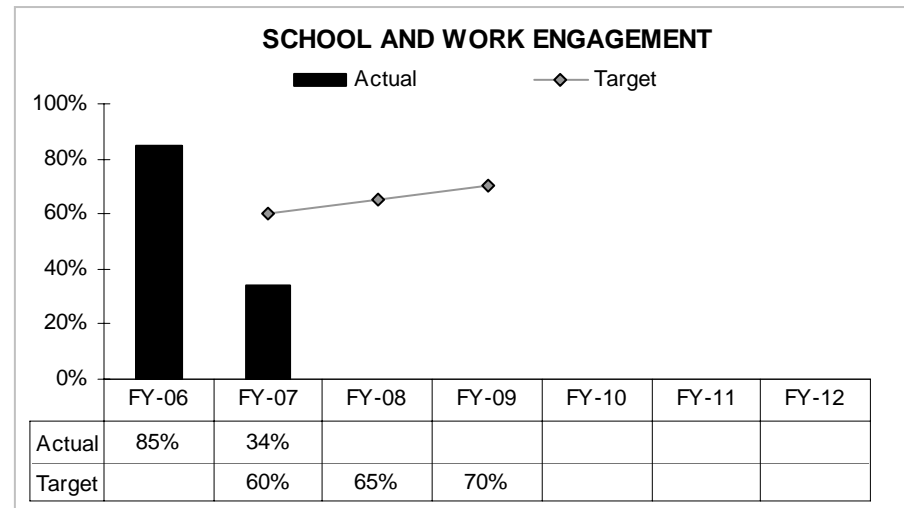
85. OUR STRATEGY

Ensure that paroled youth offenders are engaged with school and/or work in the community through:

- Fostering ongoing partnerships with local school districts using the Department of Education Memoranda of Understanding (MOUs) to ensure continuation of work or school enrollment following release from close custody.
- Encouraging participation from education and vocational rehabilitation service partners at Multi-Disciplinary Team (MDT) meetings.
- Continuing to provide training to OYA staff on appropriate ways to document school and work engagement in JJIS.

86. ABOUT THE TARGETS

In fiscal year 2006, the OYA established a 60% target, recognizing that youth engagement in work or school has a considerable impact on decreasing the likelihood a youth will commit additional crimes. The current target may be unrealistic, given current difficulties in the data collection process.



87. HOW WE ARE DOING

By statute, the OYA communicates all youth release information to local school districts. The data appears to indicate a significant drop in the percentage shown since the last reporting period. However, the fiscal year 2006 data was collected from the Mental Health/Substance Abuse Gap Assessment, March 1, 2006, which measures engagement at a point in time for youth in community placements. It does not consider youth engagement within their first 30 days of

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

placement as does the current measure. The OYA has developed a method for reporting youth engagement in JJIS and will continue to focus efforts in the area of documentation to improve data for the next fiscal year.

88. HOW WE COMPARE

There is no comparative analysis from other programs or agencies available.

89. FACTORS AFFECTING RESULTS

In previous years, youth transitioning from close custody encountered difficulty securing employment or enrolling in higher education classes due to not having official identification documentation. To alleviate this barrier and increase youth engagement, the Driver and Motor Vehicle Division now allows youth to use their OYA ID card as official identification. In doing so, youth may obtain Oregon identification cards more readily than in the past. Additionally, funds have been allocated to support the purchase of youth identification cards as needed.

The OYA collaborates with numerous partners to provide many opportunities for youth, including General Education Diploma (GED) tutorial and testing, alternative school placements, vocational training, transition to mainstream school, business to hire programs, and professional mentors. In addition, comprehensive MOUs between Willamette Education Service District and the OYA have been implemented in a few counties (e.g. Marion and Polk have been fully implemented; Clackamas is currently in the implementation process). As part of these agreements, youth are provided a copy of their official education transcript upon leaving a close custody facility to ensure youth are actively enrolled in education setting at the time of release. Additionally, the OYA strongly encourages partners to participate in MDT meetings for youth in OYA custody. These inter-agency collaborations help to ensure continuum of care with regard to work and school and ultimately increase the likelihood youth will be engaged in school or work within 30 days following release from a close custody facility.

To heighten awareness regarding the importance of this KPM and to streamline the data collection process, the OYA has created automatic reminders in JJIS. Every 30 days a “pop up” screen appears in JJIS that inquires about the engagement status of youth in work and school. OYA Juvenile Parole and Probation Officers (JPPOs) are expected to update this information when the screen appears. Since the feature is relatively new and staff are adjusting to the new process, data may not be as reliable now as it will be in the future.

90. WHAT NEEDS TO BE DONE

- Continue to work towards MOUs with all school districts outlining the roles of youth transition to the school district and information exchange to expedite the enrollment process.
- Improve provision and transfer of relevant education records between schools, OYA close custody facilities, and OYA field offices to reduce interruption of education engagement for youth in transition
- Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation from education and vocation partners
- Fully automate and implement quarterly case audits to ensure appropriate and timely receipt of transition services, particularly those related to work and school engagement
- Continue to monitor and evaluate a youth’s engagement in school and work every 30 days and record the information in JJIS
- Provide additional training to staff on documenting school and work engagement to increase accuracy of KPM data

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

91. ABOUT THE DATA

Interim Measure: Percent of youth on parole living in OYA family foster care, independently, or at home who are engaged in school, work, or both within 30 days of placement. The data comes from the JJIS school/work history entered by OYA staff. Measures 10a and 10b have proposed wording changes for fiscal year 2008. The interim measure for fiscal year 2007 reflects the more comprehensive fiscal year 2008 definition which measures from each placement, rather than just the first placement after release. The school/work history data is stored in JJIS and extracted into KPM Extract Report 308b - Field on a monthly basis. JJIS is a well established information system. JJIS Implementation Coordinators provide staff training using operational definitions to record the school/work history into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #10b	SCHOOL AND WORK ENGAGEMENT: PROBATION Percent of youth committed to OYA for probation during the fiscal year who are living in OYA Family Foster Care, independently or at home (OYA probation) and who are engaged in school, work, or both within 30 days of placement. Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (on OYA probation) who are engaged in school, work, or both within 30 days of placement.	Measure since: 2006
Goal	SCHOOL & WORK ENGAGEMENT – Engage youth offenders placed in the community with school and/or work immediately.	
Oregon Context	Benchmark 65. Juvenile Recidivism.	
Data source	Juvenile Justice Information System (JJIS) KPM Extract Report 308b	
Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234.	

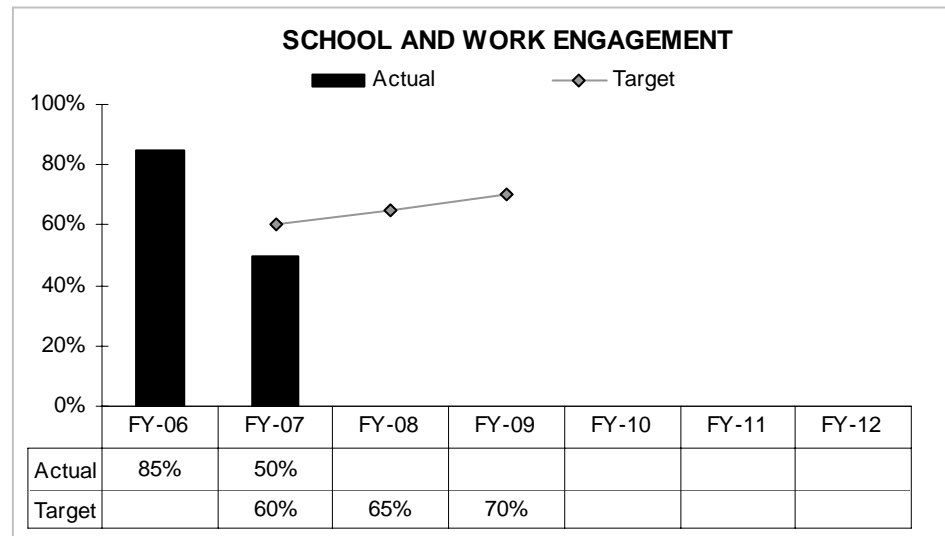
92. OUR STRATEGY

Ensure youth offenders on probation are engaged with school and/or work in the community through:

- Fostering ongoing partnerships with local school districts using the Department of Education Memoranda of Understanding (MOUs) to ensure continuation of work or school enrollment following release from close custody.
- Encouraging participation from education and vocational rehabilitation service partners at Multi-Disciplinary Team (MDT) meetings.
- Continuing to provide training to OYA staff on appropriate ways to document school and work engagement in JJIS

93. ABOUT THE TARGETS

For fiscal year 2006, the OYA established a 60% target based on the knowledge that youth engagement in work or school has considerable impact on decreasing the likelihood youth will commit additional crimes.



94. HOW WE ARE DOING

Current data show 50% of youth are engaged in school or work within 30 days of admission. This decrease can be explained by two main factors: 1) A change in the data collection method and 2) the steep learning curve associated with implementing new standards for casework reporting in JJIS. The fiscal

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

year 2006 data was collected from the Mental Health/Substance Abuse Gap Assessment, March 1, 2006, which measures engagement at a point in time for youth in community placements. It does not consider youth engagement within their first 30 days of placement as does the current measure. The OYA has developed a method for reporting youth engagement in JJIS and will continue to focus efforts in the area of documentation to improve data for the next fiscal year.

95. HOW WE COMPARE

There are no national comparative data for this measure.

96. FACTORS AFFECTING RESULTS

The main factor that has affected documented performance in this measure was the change in the data collection method. A new automated process in JJIS has recently been implemented, in which Juvenile Parole and Probation Officers (JPPOs) must confirm youth engagement every 30 days. The steep learning curve associated with this new reporting process has caused KPM data to be substantially underreported in JJIS. The OYA anticipates there will be an increase in this statistic over the next reporting period as a result of additional staff training in reporting and documentation for this KPM.

The OYA collaborates with numerous partners to provide many opportunities for youth including General Education Diploma (GED) tutorial and testing, alternative school placements, vocational training, transition to mainstream school, business-to-hire programs, and professional mentors. In addition, comprehensive Memoranda of Understanding (MOUs) between Willamette Education Service District and the OYA have been implemented in a few counties (e.g. Marion and Polk have been fully implemented; Clackamas is currently in the implementation process). Similarly, a MOU exists between the Multnomah Education Service District and OYA. Project Support, a partnership with the Office of Vocational Rehabilitation Services (OVRs) and OYA provides transitional services surrounding youth employment and skill development in Multnomah and Lane counties. The OYA strongly encourages partners to participate in Multi-Disciplinary Team (MDT) meetings for youth in OYA custody. This inter-agency collaboration helps to ensure continuum of care with regard to work and school.

To heighten awareness regarding the importance of this KPM and to streamline the data collection process, the OYA has created automatic reminders in JJIS. Every 30 days a "pop up" screen appears in JJIS that inquires the engagement status of youth in work and school. OYA JPPOs are expected to update this information every 30 days when the screen appears. Since the feature is relatively new, and staff are adjusting to the new process, it is expected that data may not be as reliable as it will be in the near future. The OYA is currently revising reporting guidelines to clarify questions regarding reporting on youth status during periods such as summer break, following graduation and on runaway status.

97. WHAT NEEDS TO BE DONE

- Continue to foster partnerships with the Office of Vocational Rehabilitation Services (OVRs) and the Employment Department regarding vocational training for youth
- Continue to work towards MOUs with all school districts outlining the roles of youth transition to the school district and information exchange to expedite the enrollment process. Capitalize on lessons learned from the Dallas School District MOU pilot developed jointly by OYA and Oregon Department of Education
- Improve provision and transfer of relevant education records between schools, the OYA closed custody facilities and OYA field offices to reduce interruption of education engagement for youth in transition

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

- Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation by community education and vocation partners
- Fully automate and implement quarterly case audits to ensure appropriate and timely receipt of transition services, particularly those related to work and school engagement
- Continue to monitor and evaluate a youth's engagement in school and work every 30 days and record the information in JJIS
- Provide additional training to staff on documenting school and work engagement to increase accuracy of KPM data

98. ABOUT THE DATA

Interim Measure: Percent of youth living in OYA Family Foster Care, independently or at home (on OYA probation) who are engaged in school, work, or both within 30 days of placement. The data comes from the JJIS school/work history entered by OYA staff. Measures 10a and 10b have proposed wording changes for fiscal year 2008. The interim measure for fiscal year 2007 reflects the more comprehensive fiscal year 2008 definition which measures from each placement, rather than just the first placement after commitment. The school/work history data is stored in JJIS and extracted into KPM Extract Report 308b - Field on a monthly basis. JJIS is a well established information system. JJIS Implementation Coordinators provide staff training using operational definitions to record the school/work history into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

OREGON YOUTH AUTHORITY	II. KEY MEASURE ANALYSIS
Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.	

KPM #11	RESTITUTION PAID Amount or percent of restitution paid during the fiscal year.	Measure since: 2006
Goal	YOUTH ACCOUNTABILTY – Provide certain, consistent sanctions for youth offenders and support the concerns of crime victims.	
Oregon Context	Agency Mission	
Data source	Juvenile Justice Information System (JJIS) Condition Report Extract	
Owner	Philip Cox, Assistant Director, Program Office (503) 373-7531	

OUR STRATEGY

Assure accountability of restitution payment through:

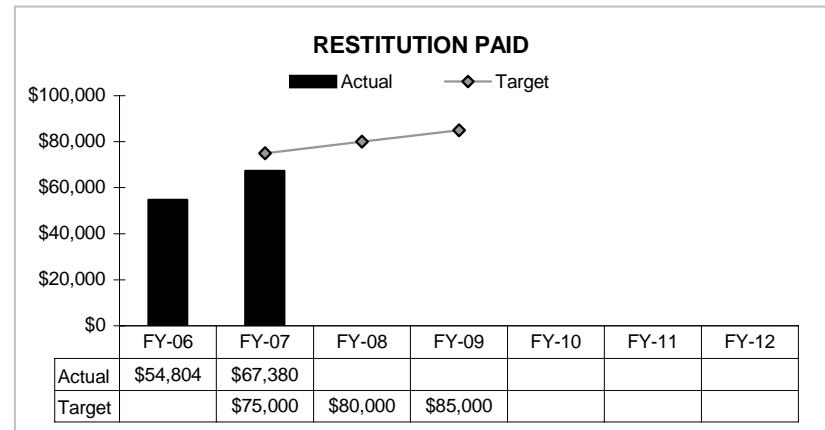
- Implementing standardized data collection practices for restitution.
- Training staff on how and when to record restitution in JJIS.
- Developing opportunities for youth to earn money in facility and community programs to pay restitution.

99. ABOUT THE TARGETS

Aggressive targets have been established for this Key Performance Measure, as the agency recognizes the importance of restitution as part of teaching youth accountability.

100.HOW WE ARE DOING

OYA youth paid a total of \$67,390 in fiscal year 2007. While somewhat less than the target of \$75,000, the figure represents a marked increase from fiscal year 2006. Incomplete data resulting from an inability to access payment information stored in the court database has contributed to agency progress in this area.



101.HOW WE COMPARE

Compared with data obtained from Oregon juvenile departments, OYA data for this reporting period is slightly above the statewide average. The OYA collects this data in JJIS and reports on the data annually.

102.FACTORS AFFECTING RESULTS

Incomplete data collection is a key factor influencing results for this measure. Formal restitution payments may be made directly to the court and are entered into the Oregon Judicial Information Network (OJIN), the court automated system. This system does not interface with JJIS, resulting in incomplete data.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

103. WHAT NEEDS TO BE DONE

- Manage OYA cases to increase the amount of restitution paid
- Increase accuracy of data by working with counties to provide restitution information on all youth
- Provide on-going training for OYA staff regarding restitution orders and case closure updates

104. ABOUT THE DATA

Restitution orders are established by the court. Payments made toward restitution orders are recorded and tracked by the court system. OYA records payments made during the time of OYA supervision, but the agency may not know about all restitution payments made directly to the court. Consequently, OYA does not have complete information on all restitution paid during a fiscal year. Data for this report came from JJIS and is extracted on a monthly basis. JJIS is a well established information system, but recording restitution into JJIS is a new data collection practice. JJIS Implementation Coordinators provide staff training using operational definitions to record restitution payments into JJIS reliably, and the Statewide Quality Improvement Committee routinely reviews the data.

The amount of restitution paid may not represent a youth's fulfillment of obligations to make payments to victims or the victim's receipt of compensation for damages. For example:

- Oregon law requires judges to order restitution based on the amount of loss to the victim and that restitution orders also be recorded similar to judgments in a civil action. Commonly called money judgments, these orders extend obligations to make reparations to victims beyond the term juvenile justice supervision. Any unpaid restitution at the close of supervision is reflected with a money judgment at the time the condition is closed. This procedure acknowledges a youth's ability to pay and make satisfactory progress while under supervision plus continue as a court ordered obligation once supervision ends. The amount of money subsequently collected pursuant to the money judgment is not tracked in JJIS and will not be reported.
- Youth can satisfy restitution obligations to victims a number of ways, often determined through mediation. If the youth performs community service or satisfies other alternative negotiated conditions in lieu of restitution, the restitution order can be vacated by the court or otherwise considered accepted as complete. In these cases, the amount ordered and amount paid at closure will be different and the condition will be closed Accepted as Complete.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

KPM #12	PAROLE RECIDIVISM		Measure since: 2003	
	Percent of youth paroled from an OYA close custody facility during a fiscal year who were adjudicated/ convicted of a felony with a disposition or sentence of formal supervision by the County or State in the following fiscal year(s) (at 12, 24, and 36 months).			
	Goal	PUBLIC SAFETY – Protect the public by reducing the number of youth who re-offend.		
	Oregon Context	Benchmark 65. Juvenile Recidivism		
	Data source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a		
Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234			

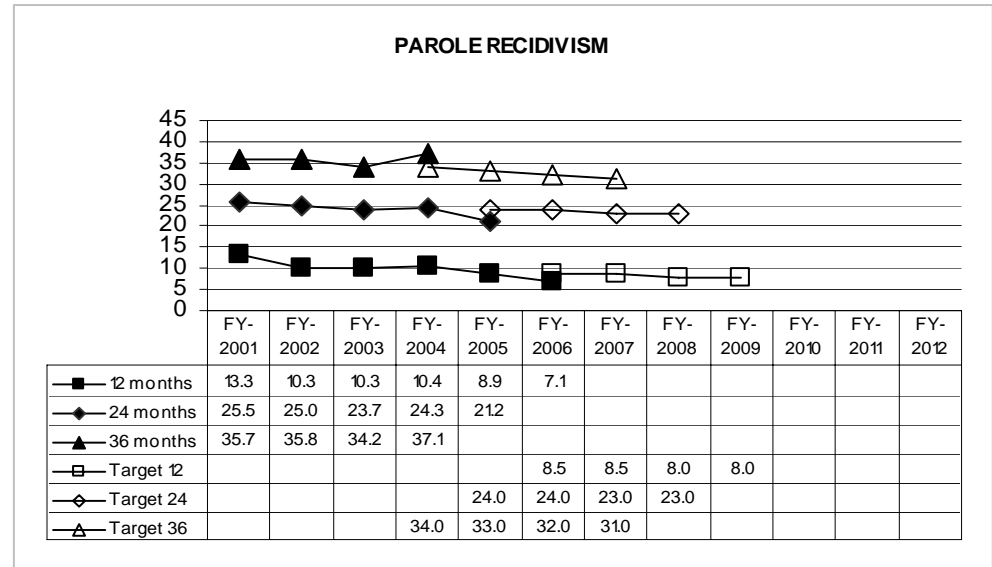
105.OUR STRATEGY

Reduce the likelihood youth will commit additional crimes following release from close custody through:

- Implementing evidence-based practices in OYA facilities and field, to include monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need upon release.

106.ABOUT THE TARGETS

The targets were selected through analysis of rates of decline from fiscal year 2001 through fiscal year 2005. The OYA anticipates continued reduction in recidivism as a result of efforts to improve correctional treatment and monitoring program fidelity.



107.HOW WE ARE DOING

Generally, there has been a slight downward decline in recidivism over the past five years for youth tracked for the 12-and 24-month periods following their release. The OYA has successfully met the 12-month target of 8.5 percent (the fiscal year 2006 12 month OYA recidivism rate is 7.1 percent). The OYA report, "Recidivism Findings for OYA Parole Releases, FY01-FY05 Cohorts," found, with some exceptions, juvenile parole sub-populations with the lowest recidivism rates were more likely to be either female or committed to OYA for a sex offense. Youth who were more likely to recidivate were either male or committed to OYA for a weapon, drug or property offense.

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Similarly, a survival analysis of recidivism among OYA youth who were released from close custody during the years 2001-2004 found recidivism rates lower for females than males, and lower for males with sexual offenses compared to non-sex offenses. Key findings also indicated that a history of running from community placements, previous probation violations, and a history of alcohol or other drug abuse all predicted recidivism for males.

108.HOW WE COMPARE

There are no standardized national recidivism rates for juveniles. In the Juvenile Offender and Victims 2006 National report published by the US Department of Justice, caution was noted regarding comparison of recidivism with other states due to the fact that the populations, juvenile justice statutes, definition of recidivism and measures of each state are different.

109.FACTORS AFFECTING RESULTS

Data show a decline in 12-month recidivism rates for Oregon in the fiscal year 2006. The OYA attributes this decline to a number of factors, including implementing a standardized risk needs assessment to determine criminogenic risk and need factors. This serves as the first step in creating a comprehensive treatment plan focused on factors highly correlated with recidivism. In addition, the OYA has implemented a number of evidence-based curricula in its close custody facilities and has trained all facility and field staff on cognitive behavioral interventions. The OYA anticipates that with the implementation of these research proven practices, recidivism rates will continue to decrease over time.

There are also factors outside of OYA control that affect recidivism. This is particularly true after youth are terminated from OYA custody. At that time, youth can no longer benefit from OYA interventions which target family, associates and environmental risk factors. Similarly, an analysis by OYA's Research and Evaluation Unit has indicated that gender, crime type, and overall risk to re-offend all influence recidivism rates. This may have a significant impact on this KPM. For example, if there were a relatively few number of youth released from close custody who were either sex offenders or females, data may show an increase in recidivism rates simply because females and sex offenders have much lower recidivism rates than males and non-sex offenders. Other factors outside of the control of the juvenile justice system that may impact the OYA recidivism rate include budget constraints that influence the number of police officers in a given area, or the decision by a given jurisdiction not to prosecute some types of crimes.

110.WHAT NEEDS TO BE DONE

- Complete the validation study of the Risk Needs Assessment tool to ensure OYA is appropriately identifying the risk level of youth. This will also allow OYA to identify those youth at highest risk of re-offending (within the "High Risk" category)
- Continue to improve the matching of youth risks and needs with treatment interventions and programs. Youth with lower risks to re-offend will be separated from youth with highest risks to re-offend
- Encourage and support the use of evidence-based practices in contracted community residential programs
- Continue focusing efforts on increasing youth engagement in work and school
- Continue training efforts to assure staff have the knowledge and competencies to deliver effective interventions
- Continue efforts with Department of Human Services Addictions and Mental Health Services to improve quality and effectiveness of drug and alcohol treatment
- Develop greater capacity of evidence-based family interventions for youth returning to family homes
- Develop greater capacity of evidence-based independent living services for older youth

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- Continue to conduct recidivism studies of various programs and interventions including measures of new referrals and arrests with available data. Analyzing performance with more sensitive measures will assist the OYA in detecting positive outcomes, help identify targets for intervention, and increase program fidelity. This will enable the agency to make the necessary changes and adjustments more quickly

111.ABOUT THE DATA

Recidivism is comprised of four variables: (1) A group of people - youth paroled during the fiscal year; (2) a date to track from - the youth's parole date; (3) an event that indicates "recidivism" - felony adjudications (juvenile court) and felony convictions (adult court); and (4) a length of time to track - 12, 24, and 36 months. The data sources for this measure are the Juvenile Justice Information System (JJIS) and adult sentences provided by the Department of Corrections. The OYA matches JJIS youth to the Department of Corrections (DOC) sentences to find youth who have received adult sentences. The data is stored in JJIS and extracted into Recidivism Reports 248j and 255a on an annual basis. JJIS is a well established information system and the collection of adjudication data has been in place for many years. JJIS Implementation Coordinators provide staff training using operational definitions to record adjudications into JJIS reliably, and the Statewide Quality Improvement Committee reviews the data annually.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

KPM #13	PROBATION RECIDIVISM		Measure since: 2003	
	Percent of youth committed to OYA for probation during a fiscal year who were adjudicated/convicted of a felony with a disposition or sentence of formal supervision by the County or State in the following fiscal year(s) (at 12, 24, and 36 months).			
	Goal	PUBLIC SAFETY – Protect the public by reducing the number of youth who re-offend.		
	Oregon Context	Benchmark 65. Juvenile Recidivism		
	Data source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255a		
Owner	Karen Andall, Interim Assistant Director, Field Operations (503) 373-7234			

112.OUR STRATEGY

Reduce the likelihood youth on probation will commit additional crimes through:

- Implementing evidence-based practices in the OYA field, to include monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- Using evidence-informed case management, including the Multi-Disciplinary Team process, to better ensure youth are engaged in services and receive the resources they need while under the supervision of OYA.

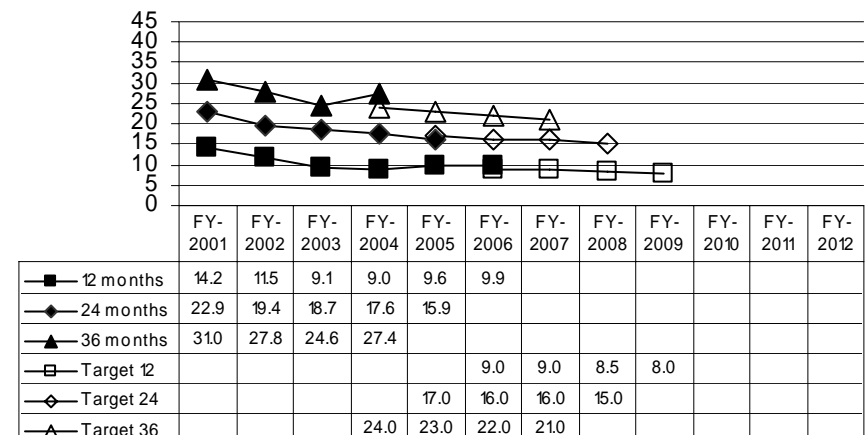
113.ABOUT THE TARGETS

The targets were selected through analysis of rates of decline from fiscal year 2001 through fiscal year 2005.

114.HOW WE ARE DOING

Data show there has been a slight increase in recidivism rates over the past two fiscal years for youth tracked for a 12-month period. This increase is slight and it *may* be stated that the rate has reached a plateau since fiscal year 2003, with the rate hovering between 9.1 and 9.9 percent. Although, recidivism rates increased over the past fiscal year for youth tracked for a 36-month period, the OYA anticipates recidivism rates to remain at this low level or to decrease as a result of implementing evidence-based practices in the field and monitoring program fidelity. The OYA report, “Recidivism Finding for OYA Probation Commitments, FY01-FY05 Cohorts,” found that sub-populations of probation youth who had the lowest re-offense rates at 36 months were either females or committed to OYA for a sex offense. Higher rates of recidivism were associated with youth who were either males or committed to OYA for a weapon, drug or property offense.

PROBATION RECIDIVISM



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115.HOW WE COMPARE

Currently, there is no standardized national recidivism rate for juvenile offenders.

116.FACTORS AFFECTING RESULTS

With limited out-of-home placement resources, OYA must carefully prioritize youth receiving services. The compression of budget reductions in 2003 resulting in decrease of close custody capacity, community residential capacity and crime prevention resources may be factors contributing to slight increase in recidivism rates of youth tracked for the 12-month period in fiscal years 2005 and 2006. Also, 12-month recidivism rates are particularly sensitive to the time it takes a case to move through the system from referral (or arrest) to adjudication (or conviction). For example, in the juvenile justice system, the average time between the youth's first referral and formal disposition was 106 days in fiscal year 2006. Other factors, such as appropriately matching youth to the program placement and keeping youth engaged in school or work can also significantly impact recidivism rates. Efforts focusing on school and work engagement may have contributed to decline in recidivism for the 24 and 36 month measures. The majority of community residential programs have been determined to provide effective programming when measured by the Correctional Program Checklist.

An analysis by the Research and Evaluation Unit has indicated that gender, crime type, and overall risk to re-offend all contribute to recidivism rates. This may have a significant impact on this KPM. For example, if there were a relatively few number of who were either sex offenders or females committed to probation, data may show an increase in recidivism rates simply because females and sex offenders have much lower recidivism rates than males and non-sex offenders. Also, recidivism rate could have increased if fewer youth were committed to probation that were at lower risk to re-offend according to the OYA Risk Needs Assessment. Other factors outside of the control of the juvenile justice system that may impact the OYA recidivism rate include budget constraints that influence the number of police officers in a given area, or the decision of a given jurisdictions not prosecute some types of crimes. Also, once youth are terminated from OYA custody, they can no longer benefit from OYA interventions which target family, associate and environmental risk factors.

117.WHAT NEEDS TO BE DONE

- Continue to match youth to programs based on individual risk and need factors
- Increase the number of evidence-based family services and interventions to youth returning home to families, particularly those in rural areas
- Continue focusing efforts on increasing youth engagement in work or school
- Screen all youth committed to OYA probation for mental health and substance abuse service needs. OYA and the Department of Human Services Addictions and Mental Health Division will continue to work together to provide treatment services based on identified youth needs
- Provide additional capacity to assess and evaluate youth in community settings
- Continue to provide training on evidence-based services to OYA staff and community residential program staff

118.ABOUT THE DATA

Recidivism is comprised of four variables: (1) A group of people - youth committed to probation during the fiscal year; (2) a date to track from - the youth's commitment date; (3) an event that indicates "recidivism" - felony adjudications (juvenile court) and felony convictions (adult court); and (4) a length of time to track - 12, 24, and 36 months. The data sources for this measure are the Juvenile Justice Information System (JJIS) and adult sentences provided by the Department of Corrections. The OYA matches JJIS youth to the Department of Corrections (DOC) sentences to find youth who have received adult sentences. The data is stored in JJIS and extracted into Recidivism Reports 248c and 255a on an annual basis. JJIS is a well established information system, and the

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collection of adjudication data has been in place for many years. JJIS Implementation Coordinators provide staff training using operational definitions to record adjudications into JJIS reliably, and the Statewide Quality Improvement Committee reviews the data annually.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

II. KEY MEASURE ANALYSIS

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

KPM #14 & 15	CUSTOMER SERVICE Percent of customers rating their satisfaction with the agency “good” or “excellent” for: Overall satisfaction, timeliness, accuracy, helpfulness, expertise, and information availability.	Measure since: 2006
Goal	CUSTOMER SERVICE – Excellence in public service.	
Oregon Context	Agency Mission	
Data source	Final Service Survey – Client and Family	
Owner	Karen Andall, Assistant Director, Field Operations (503) 373-7234	

119.OUR STRATEGY

The OYA surveyed youth and families (mother and father) of youth who were terminated from supervision during the fiscal year, as they are the agency’s most directly affected customers. The OYA surveyed Citizen Review Boards in fiscal year 2006 but changed its customer for fiscal year 2007. The strategy for this performance measure includes:

- Assessing the satisfaction of customers regarding the agency’s ability to provide timely and accurate services
- Responding with helpful information by capitalizing on the expertise and knowledge of OYA staff members.

120.ABOUT THE TARGETS

Fiscal year 07 was the first year the OYA surveyed youth and families of youth who were terminated from supervision. Preliminary targets have been set, and the fiscal year 2007 data will be used to establish a baseline for the measure.

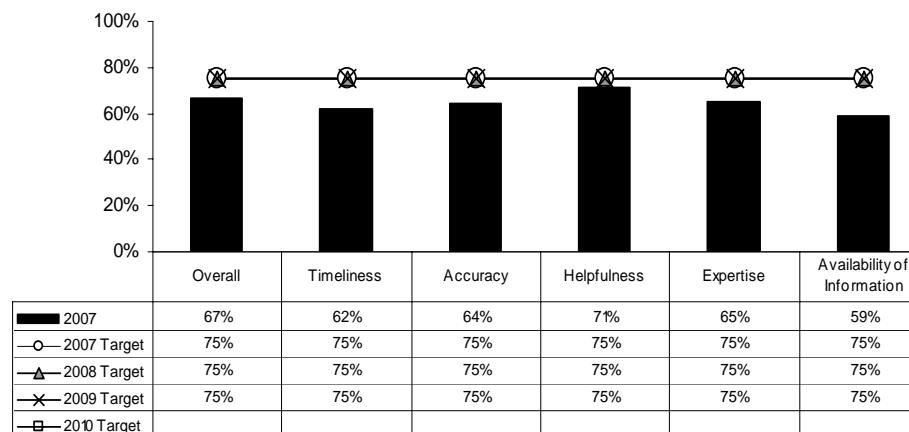
121.HOW WE ARE DOING

In 2007, Helpfulness was the highest rated customer service criteria with 71% of respondents rating services as “good” or “excellent.” The question regarding “Availability of Information” had the lowest rating at 59%. The overall results indicate the agency is providing effective and efficient services to youth and families while delivering on the agency’s mission to protect the public and provide opportunities for youth reformation. Many positive comments were received from survey respondents about specific staff or programs. Additional comments suggested a need for the agency to reinforce staff training, to monitor contracted providers effectively, and to foster open and honest communication with families.

122.HOW WE COMPARE

Many social service agencies in the State of Oregon have similar targets, but the customers are not comparable. The OYA surveyed direct service clients

CUSTOMER SERVICE



Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

rather than stakeholders or staff. The Department of Human Services surveyed medical card clients and received lower marks from their direct service clients than the OYA.

123. FACTORS AFFECTING RESULTS

Slightly more than 7% of youth and families of youth terminated from supervision during the fiscal year responded to the survey (see About Our Customer Service Survey for further information). Several factors may have limited the number of responses obtained. First, budget constraints influenced the amount of resources available for administering the survey. In particular, the agency implemented a one-time mail survey process, with no reminder cards or follow-up phone calls. Second, to help customers feel more comfortable with providing feedback, surveys were kept anonymous and the OYA did not track survey respondents. This made it impossible to target only non-responders with a reminder notice. Third, the demographics of our customer (delinquent youth and their families) may have affected their willingness to respond.

124. WHAT NEEDS TO BE DONE

The OYA is focused on methods to improve services to youth and families including:

- Implementing evidence-based treatment and training staff to consistently deliver treatment to youth
- Enhancing communication between staff, our partners, youth, and families to maintain transparency with the public and agency stakeholders
- Continue to balance information sharing with a need for confidentiality and the treatment focus of the youth
- Continue to review the customer survey responses and develop a plan for continuous quality improvement of services and operations
- Fully implement monitoring measures to ensure contracted providers are delivering services according to OYA standards

125. ABOUT OUR CUSTOMER SERVICE SURVEY

OYA chose to survey the youth and family (mother and father) of those youth who were terminated from OYA supervision during the fiscal year 2007 using two self-administered mail surveys: *Final Service Survey – Client* and *Final Service Survey – Family*. The population consists of the youth and families of those youth who were terminated from OYA supervision who had a deliverable mailing address in the Juvenile Justice Information System (JJIS). The sampling frame consists of youth records in JJIS. The sampling procedure is considered a census, as surveys were mailed to the entire population (i.e., every youth and their family with a deliverable mailing address in JJIS who was terminated during the fiscal year). All surveys returned as undeliverable were sent to the forwarding address if provided.

The sample characteristics are as follows: The sample population is 479 terminated youth and 863 families (mother and father) with deliverable mailing addresses in JJIS – a total of 1,342 surveys delivered; the sample size is the entire population when conducting a census survey; the number of respondents was 34 youth and 63 families (mother and father) – a total of 97 surveys returned; the response rate was 7.1% for youth and 7.3% for families – a combined response rate of 7.2%. We are 90% confident that the rating of 65% (an average of the Excellent or Good responses on all six Progress Board-required questions) is accurate within 8 percentage points (Margin of Error +/- 8). Weighting is not applicable for this survey.

For additional information on this Key Performance Measure, contact Robyn Cole, OYA Director's Office at (503) 378-8261.

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Contact: Philip Cox, OYA Assistant Director, Program Office	Phone: (503) 373-7531
Alternate: Sharon Pette, Program Evaluation and Quality Assurance Coordinator	Phone: (503) 373-7412

1 INCLUSIVITY

The OYA continues to involve staff, stakeholders, elected officials, and citizens in the revision of the agency’s Key Performance Measures (KPMs). Although there have been no significant changes to the OYA’s KPMs since July 1, 2005, the narrative below provides a historical account of the active involvement of staff, elected officials, stakeholders and Oregon citizens in the creation and revisions of these measures. The OYA continues to solicit input from these various parties.

Staff: While the wording of most measures was developed at the executive leadership level, OYA staff provided input regarding key performance concepts.

In 2003 and 2004 the OYA Research and Evaluation unit conducted the Measures of Agency Performance (MAP) study to find out what types of performance data staff felt would be most helpful to them in determining the impact of OYA services. The study found ten key measures as highly valued by staff. Nearly half of these suggestions have been incorporated into the agency’s current performance measurement system. Among these are education, school and work engagement, restitution, and youth re-offense (*KPMs 8, 10, 11, 12, and 13*). Similarly, recommendations made by the OYA Community Resource liaisons were adopted including runaways, youth to youth injuries, youth to staff injuries and suicidal behavior (*KPMs 2, 3, 4 and 5*).

The OYA regularly encourages staff input related to outcome measures in a variety of forums. These arenas include monthly Facility Superintendents and Field Supervisors meetings as well as monthly OYA Quality Improvement Committee meetings which is comprised of Juvenile Parole and Probation Officers (JPPOs), close custody staff, parole supervisors, assistant directors and other key staff members. Several changes have occurred as a result of these meeting discussions, some of which are reflected in *KPMs 5-7*.

Since FY 2006, the OYA has changed the method by which it collects customer satisfaction data (*KPMs 14 & 15*), although the actual wording of the KPM has remained the same. Previously, the OYA used the Citizen Review Board to provide feedback on timeliness of services provided, accuracy of information, helpfulness of staff, expertise of staff and information availability. In late 2006 the OYA created several youth and family surveys to gather this information directly from our “customers.” This change was made as a result of a suggestion from the Research and Evaluation unit and management staff.

Elected Officials: Input from elected officials on OYA performance measures is obtained in a number of ways:

- The 2005 Oregon Legislature requested that the OYA develop a measure to track youth engagement following program release. To accommodate this request the OYA established *KPMs 8-10*, which track work and school engagement as well as the receipt of education and transition services.
- The OYA Director, Bob Jester, and the Deputy Director, Phil Lemman, visit local communities to speak with elected officials regarding agency performance. Individuals involved in these discussions include, but are not limited to, county commissioners, judges, district attorneys and individual legislators.
- The OYA Director formally presents to juvenile court judges at the annual “Through the Eyes of a Child” conference. Information presented includes agency performance data and the status of implementing evidence-based practices. Feedback is solicited as to

III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

what types of data would be most beneficial to stakeholders, officials and Oregon citizens.

Stakeholders: Input regarding the development and revision of agency KPMs is continually solicited from a variety of agency stakeholders through regular meetings of:

- *The OYA Advisory Committee* composed of county juvenile directors and juvenile courts, as well as representatives from Oregon Commission on Children and Families (OCCF), Criminal Justice Commission (CJC), Oregon Advocacy Center, Juvenile Rights Project, law enforcement, Crime Victims United, community residential providers, District Attorney Association, Coalition of Advocates for Equal Access for Girls, and other stakeholders.
- *The Oregon Juvenile Department Directors Association (OJDDA)* partners which includes the OYA, Department of Human Services, OCCF, and the Department of Education staff.
- *The Partners for Children and Families Committee* which includes representatives from Department of Health and Human Services, the OYA and local individuals. Discussions focus on comprehensive case planning for youth ages 1-18 years with the intent of decreasing the likelihood youth will commit additional crimes in the community (*KPMs 12 and 13*).
- *The Data and Evaluation* subgroup of the Juvenile Justice Information Systems Steering Committee comprised of representatives from the OJDDA and the OYA.
- *The Native American, Hispanic and African American Advisory Committees* which include members of minority stakeholder groups who identify and resolve culturally specific issues.
- *The Community Residential Provider Forums* which involve contracted community residential providers discussing performance and other operational issues.

Citizens: The OYA continues to improve in the area of citizen involvement in the development of agency performance outcomes. Some of the ways in which these efforts can be seen are:

- *Youth and Families* provide feedback on OYA performance regarding youth in out of home care through customer satisfaction surveys;
- A representative from *Crime Victims United* serves as a member on the OYA Advisory Committee.

2 MANAGING FOR RESULTS

The OYA strategic plan provides the foundation on which the agency’s performance measurement system operates. The OYA Key Performance Measures serve as high level outcomes which support this strategic plan. In addition, a number of intermediate outcomes exist that further support the agency’s mission of youth safety (injuries, suicide, runaways), accountability (restitution and risk/needs assessment) and reformation (intake, case plan, education, treatment and transition). It is important to mention that the overall OYA performance measurement system goes beyond KPMs and is comprised of five components: KPMs, Performance-based Standards (PbS), Safety and Security reviews, the Correctional Program Checklist (CPC), and a formal quality improvement system that cross over to some degree. For the purposes of this report a detailed summary of how KPMs are used to manage the agency as well as a short summary of additional performance measures are described below:

The OYA performance measure system is supported by automated systems that generate regular reports used to track agency performance. The OYA administration uses these reports to determine areas needing improvement with regard to youth and staff safety, incident responses, and youth reformation, to name a few. As new programs are implemented, new automated reports are created and currently, there

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are over 300 reports available to all OYA staff and stakeholders. Examples of reports used related to address specific KPMs include *Risk/Needs Assessment and Case Planning* progress reports which provide information on assessments completed, case plan goals updated, transition activities documented, Individualized Education Plan (IEP) education services received, school and work engagement and the degree to which youth meet restitution obligations (*KPMs 6, 7, 8, 9, 10 and 11*). Regular review of these reports by agency supervisors, managers, and the Quality Improvement Steering Committee allows the agency to identify trends and address potential problems before they occur. Managing data in this way helps ensure the safety of the youth in OYA custody.

The OYA has recently made improvements to the way in which data is collected for *KPMs 3 and 4* (youth to youth injuries and staff to youth injuries for facilities and field). A Youth Incident Report (YIR) has been created to more accurately collect data for these KPMs. Prior to implementation of the YIR, a number of forms were used to track this information, making interpretation and aggregation of the data difficult. The OYA is currently in the process of piloting the form and will continue to review this information each time an incident occurs to better ensure the safety of youth in our custody.

When referencing agency performance measures, it is important to briefly describe Close Custody Performance-Based Standards (PbS) and Safety/Security reviews as these are additional methods by which the agency determines progress in the areas of safety, reintegration, and reformation, to name a few. Since 1997 the OYA has conducted PbS reviews and shortly after, began using the Safety/Security process to evaluate the level of youth safety while in close custody facilities. The PbS data collection process takes place twice a year while Safety/Security reviews occur once every two years. Although these data are not used in the reporting for *KPMs 1-4*, they are used by facility treatment managers to identify operational strengths and weaknesses and to develop Facility Improvement Plans (FIP). Each Superintendent and Camp Director reviews individual living unit plans on a regular basis. In addition, Superintendents and Camp Directors meet individually with the Assistant Director of Facility Operations several times a year to track progress in specified areas.

The OYA uses the Correctional Program Checklist (CPC) instrument to measure agency performance and to determine how well our close custody units and contracted community residential programs adhere to the *Principles of Effective Intervention* - those program qualities research has shown are correlated to a reduction in recidivism such as assessing risk, targeting treatment to risk level of offenders, using cognitive behavior and social learning treatment approaches, etc. Findings from the CPC are used by program administration to generate quality improvement plans. This ongoing performance measurement provides a comprehensive picture of program integrity and enables OYA to determine how well it is achieving its mission of public safety and reformation as well as the degree to which the agency is successfully meeting specific goals outlined in the agency's strategic plan (i.e. implementing evidence-based practices).

Another avenue by which the OYA uses performance data to manage agency activities involves the formal Quality Improvement (QI) system established in 2005. As part of the QI structure a Statewide Quality Improvement Committee provides consistent monitoring and oversight of agency performance by reviewing KPMs during monthly meetings. A critical part of the QI process involves analyzing important performance trends including those which focus on high-risk and problem prone areas. The Statewide QI Committee prioritizes and addresses agency-wide needs that are based, in part, on performance outcomes.

In addition to the performance measure data mentioned earlier in this report, the OYA has created a number of tools to monitor program effectiveness, with the intent of impacting juvenile recidivism (*KPMs 12 and 13*). These include:

- Case Audit Protocol in which JPPO supervisors utilize a standard form to evaluate the quality of case plans on all youth who are
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paroled within 60 days of release to determine whether they received the community reintegration services they needed (*KPM 9*)

- Formalized quality assurance plans and measures (i.e. foster care)
- Standards of conducting Multi-Disciplinary Team (MDT) meetings to ensure youth receive the identified educational, vocational, and other transition services (*KPMs 8 & 9*)
- Fidelity measures for adopted evidence-based curricula (i.e. cognitive behavioral, Aggression Replacement Training, etc.)

3 STAFF TRAINING

The OYA has made efforts to train staff regarding the value and practicality of performance measurements. These efforts include, but are not limited to, training in the areas of assessment interpretation, an overview of the components of effective programming, and training on specific fidelity measures. More detailed examples of these trainings are presented below.

The OYA requires that all new staff participate in a one week New Employee Orientation training and direct care staff receive an additional three weeks of training. As part of this process, staff are educated on the OYA Mission and the Principles of Effective Intervention, which serves as the foundation on which treatment and programming is delivered. In addition, agency performance measures, such as recidivism data, is shared as part of this training (*i.e. KPMs 12 & 13*). New employees are also trained on the practical value of keeping youth safe. Training focuses on using cognitive behavior interventions and de-escalation techniques that have been proven effective in managing aggressive youth behaviors. These training topics ultimately impact a number of KPMs including, but not limited to, *KPMS 3, 4, 12 and 13*. Staff whose position descriptions include using assessment tools or developing treatment plans are also provided training on the use of the risk needs assessment and the OYA case plan (related to *KPMs 6, 7, 8, 9, and 10*).

During the fiscal year 2006-2007, all JPPOs were trained in evidence-informed case management. Part of this training included research related to risk assessments, developing case plans, the importance of engagement in work or school, recidivism, and a number of other topics related to various KPMs (*6, 7, 8, 9, 10, 12 and 13*). Additionally, JPPOs have been trained in the use of the OYA youth and family surveys, which are used to gather information for *KPMs 14 & 15*.

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4 COMMUNICATING RESULTS

Information sharing occurs on a regular basis with staff, elected officials, stakeholders, and citizens through a variety of avenues including via e-mail, the OYA Bulletin, the Directions Bulletin, MS Outlook informational folders (agency-wide access), regularly scheduled meetings, and formal presentations. The OYA's strategic plan goals support this commitment to enhance communication both internally and externally (i.e. with staff and with agency partners/stakeholders).

Staff:

- *Regularly scheduled meetings* in which Key Performance Measures are discussed. These meetings include the Statewide Quality Improvement Steering Committee, Field Supervisors, Facility Superintendents and Transition Camp Directors, and the statewide OYA managers meeting.
- *Site visits* – The agency Director and Deputy have visited all field offices and close custody facilities to share the agency's strategic plan and associated measures with staff.
- *Electronic publications* - The OYA currently uses two electronic publications to share information with staff and stakeholders regarding agency operational activities, evidence-based practices research, and performance measurement data. Recently, the OYA has developed a formal plan to disseminate the customer satisfaction results (*KPM 14/15*) using the quarterly publication of the Directions Bulletin.
- *Automated JJIS reports* – More than 300 reports are available to assist field staff in managing caseloads. These reports provide information regarding agency performance and can be accessed according to individual interests.

Elected Officials:

- During the recent agency budget presentation (2007), as well as a status presentation to the Interim Judiciary Committee on agency activities related to SB 267 (2006), legislators are afforded the opportunity to provide feedback on agency performance data and measures.
- *Community Visits* - The OYA Director and the Deputy Director visit local Oregon communities throughout the year to meet with elected officials regarding agency performance.
- The OYA Director formally presents to juvenile court judges at the annual “Through the Eyes of a Child” conference. Information presented includes agency performance data and the status of implementing evidence-based practices. Feedback is solicited as to what types of data would be most beneficial to stakeholders, officials and Oregon citizens.

Stakeholders:

- *Electronic publications* - The OYA currently uses two electronic publications to share information with staff and stakeholders on agency operational activities, evidence-based practice research, and performance measurement data. A new quarterly bulletin, entitled, “Directions” was created in 2007 for this purpose.
- *Regularly scheduled meetings with stakeholders* including the: 1) Native American, Hispanic and African American Advisory Committees; 2) Oregon Juvenile Department Directors Association (OJDDA) monthly partner meetings and 3) Residential Provider Forums.
- *Quarterly OYA Advisory Committee meetings* in which agency performance is discussed.

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Citizens:

- *Committee Representation* - Crime Victims United, CASA, retired law enforcement officers, and other citizens serve on a variety of committees in which feedback on agency performance is solicited and discussed.
- *Internet Accessibility* – The agency’s website, accessible by the public and agency partners, provides information frequently requested by users. The OYA’s website is www.oregon.gov/OYA/.
- *Information Requests* – Citizens are provided agency performance information through individual requests as well as through the media.

APPENDIX A - GLOSSARY

Criminogenic risk factors – those characteristics demonstrated through research to be predictors of a youth’s likelihood to recidivate

Fidelity – the degree to which a program and treatment provider adhere to a specific treatment delivery model

Juvenile Justice Information System (JJIS) – an automated system that provides OYA staff comprehensive information about juvenile offenders across Oregon’s state and county juvenile justice agencies. The automated system provides demographic, criminal history, risk/needs and case planning information on youth in OYA custody. This comprehensive system facilitates effective management of individual youth cases and provides the agency an opportunity to effectively plan, develop, and evaluate programs designed to reduce juvenile crime.

Performance-based Standards (PbS) - a system used to identify, monitor and improve conditions and treatment services provided to incarcerated youths using national standards and outcome data.

Recidivism rate – the rate at which youth re-offend once released from an OYA close custody facility or when committed to OYA probation. KPMs 12 and 13 address this key performance measure (defined in both cases as a felony adjudication or conviction).

Responsivity – individual factors or characteristics that can affect a youth’s engagement, motivation and involvement in treat