

**YOUTH AUTHORITY, OREGON**

**Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)**

**Proposed KPMs for Biennium (2009-2011)**

Original Submission Date: 2009

2008-2009 KPM #	2008-2009 Approved Key Performance Measures (KPMs)
1	ESCAPES - Number of escapes per fiscal year.
2	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.
3 a	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities
3 b	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field
4 a	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities
4 b	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field
5 a	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities
5 b	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field
6	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.
7	CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.
8	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.
9	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.
10	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.

<b>2008-2009 KPM #</b>	<b>2008-2009 Approved Key Performance Measures (KPMs)</b>
11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.
12 a	PAROLE RECIDIVISM - 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 months).
12 b	PAROLE RECIDIVISM - 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 24 months).
12 c	PAROLE RECIDIVISM - 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 36 months).
13 a	PROBATION RECIDIVISM - 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 months).
13 b	PROBATION RECIDIVISM - 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 24 months).
13 c	PROBATION RECIDIVISM - 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 36 months).
14	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.

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**YOUTH AUTHORITY, OREGON**

**I. EXECUTIVE SUMMARY**

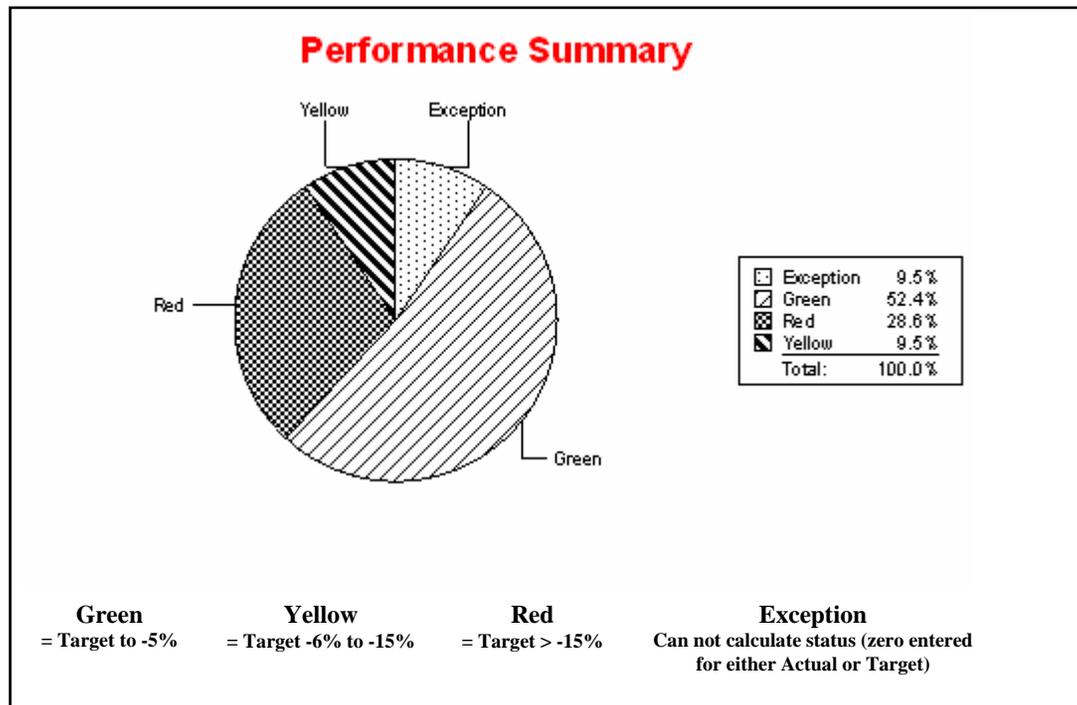
**Agency Mission:** The Mission of the Oregon Youth Authority is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

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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. All agency activities are intended to achieve the ultimate OYA mission: To protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments. The OYA Key Performance Measures (KPMs) address all OYA reformation program areas 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. The KPMs also measure the most important area of OYA performance: OYA parole and probation recidivism (KPMs 12 & 13). 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 the agency responsible for state-level juvenile corrections services, 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 states 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.

## 3. PERFORMANCE SUMMARY

When analyzing trends over time, the OYA appears to have made significant progress toward achieving Key Performance Measure targets. In FY 2009 the OYA reached or outperformed targets on 52% of its performance measures (coded as green); fell just short of meeting its targets on 9% of KPMs (yellow); and fell below its targets on 28% of its KPMs (red).

## 4. CHALLENGES

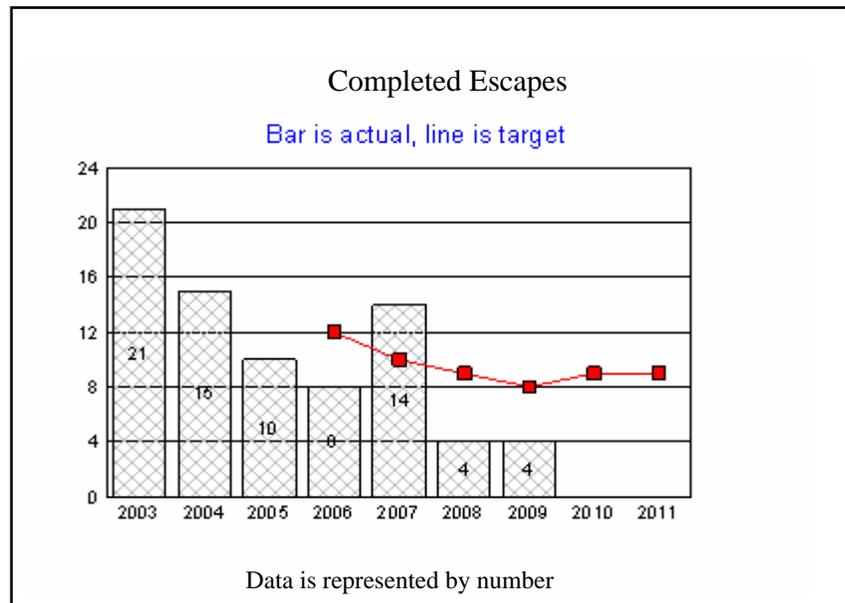
The key performance challenges faced by OYA include the following:

- Sustaining 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. Sustaining new practices always presents several challenges including maintaining well-trained staff as well providing technical assistance and support. The OYA continues to focus much effort on sustaining and monitoring the fidelity of implemented evidence-based practices.
- Staff Training: A significant amount of ongoing training must occur to ensure that field and facility staff remain well-versed in new systems and evidence-based correctional treatment approaches. 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 performance measures. Many of the documentation processes are new and evolving. Staff are still learning how to use the software and developers are continually making improvements to the software.

## 5. RESOURCES AND EFFICIENCY

The legislatively approved budget for the 08-09 fiscal year is \$161,394,729 Total Fund and \$133,025,998 General Fund.

<b>KPM #1</b>	ESCAPES - Number of escapes per fiscal year.	2003
<b>Goal</b>	YOUTH CUSTODY AND SUPERVISION Maintain custody of youth admitted to facilities by preventing unauthorized exit.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
<b>Owner</b>	Joan Palmateer, Assistant Director, Facility Operations (503) 373-7238	



**1. OUR STRATEGY**

The OYA's efforts are directly related to preventing escapes from facility programs through a variety of means, including:

- Adhering to effective physical plant security procedures.
- Revising operational policy and procedures based on lessons learned from prior escapes if applicable.
- Emphasizing escape prevention during each facility's biennial Safety/Security review.
- Notifying local law enforcement in the event of an escape for assistance in apprehension.
- Using the risk/needs assessment tool to determine appropriate placements for youth offenders.

## 2. ABOUT THE TARGETS

The OYA has two levels of security and programming in its 925-bed close custody facility system. The highest levels of security are maintained in seven youth correctional facilities where the expectation/target is zero escapes. In the four transition facilities, the target is set at eight. These different targets are intended to account for the fact that youth in transition facilities are provided opportunities for supervised community work and participation in academic and social activities in the community. These opportunities in the community increase the likelihood a youth will experience a successful transition but also pose a higher potential risk for escape.

## 3. HOW WE ARE DOING

The fiscal year 2009 data showed the same number of escapes in 2009 as in 2008. However, OYA had two fewer female escapes in 2009 while males had two more escapes when compared with 2008. The two female reported escapes were completed by young women from one transition program. The number of escapes from that community transition program was lower this fiscal year than previously. The two escapes for male offenders occurred in transition programs from two transition facilities that have youth on supervised community work crews. The overall decline in the number and rate of completed escapes reflects the agency's continued emphasis on using the risk/need assessment tool to determine appropriate placement (i.e. higher risk youth placed in more secure treatment units). The OYA has continued biennial safety/security peer reviews which focus on security procedures and supervision of youth. The agency also continues to participate in the national Performance-based Standards (PbS) project, where outcome data are regularly collected and evaluated in the standard area of security.

## 4. HOW WE COMPARE

National data on youth escapes from facility custody are not available; however, the OYA's participation in the PbS Project allows for comparison of agency data to that of other participating agencies. The OYA facilities consistently show low rates of escape. This demonstrates security performance that is better than the PbS average, based on 184 participating facilities in 28 states, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2009.

## 5. FACTORS AFFECTING RESULTS

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

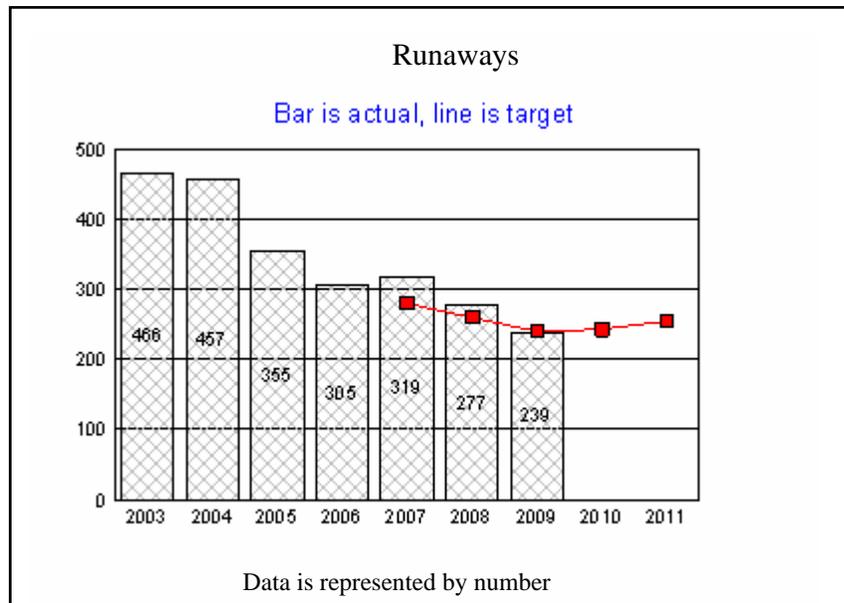
## 6. WHAT NEEDS TO BE DONE

- Continue to review and debrief specific escapes or attempted escapes, including discussion of findings and recommendations documented for potential programmatic modification.
- Research, train and implement gender-specific interventions addressing coping skills and self-advocacy.
- 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.
- Fully implement the agency quality improvement plan (Unit Improvement Plan) detailing action steps to decrease the number of escapes, injuries and other incidents.

## 7. ABOUT THE DATA

This information is being reported for fiscal year 2009. Facility staff record incidents of escape in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of escape incidents, the monthly reports provide rates of escape to enable meaningful comparisons over time. Rates are calculated using 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. As OYA capacity ebbs and flows based on budget, it will be increasingly important to consider the rate of escapes in addition to the number of escapes as called for by the measure. During the 2009 fiscal year, the OYA served approximately 1,570 youth in close custody facilities, creating 337,645 days of opportunity for youth to escape. In total, there were four escapes reported, resulting in a rate of .01 escapes per 1,000 person days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #2</b>	RUNAWAYS - Number of runaways from provider supervision (including youth on home visit status) per fiscal year.	2003
<b>Goal</b>	YOUTH CUSTODY AND SUPERVISION Maintain custody of youth placed in community programs by preventing unauthorized exit.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 258d	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

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

- Matching youth risk levels to programs through a standardized assessment process.
- Encouraging and supporting the use of evidence-based treatment curricula in community residential programs.
- Reviewing incidents of runaways with providers and determining strategies for improvement.
- Engaging youth and family in the collaborative process of developing comprehensive case plans to ensure youth "buy in" on placement.

- Maintaining OYA contract language requiring a minimum of 13 hours per week devoted to behavioral rehabilitative services, including skill development, for contracted community residential programs.
- Working with providers to develop inherent and frequent rewards for youth participating in the program as well as improving intervention and prevention strategies used with youth.
- Creating a retention plan for providers to implement when warning signs of an impending run are present.
- Using the MDT participants to clearly communicate expectations to youth and implementing swift and certain sanctions for runaways.

## 2. ABOUT THE TARGETS

This KPM represents actual numbers of youth who abscond from supervision in community settings, including from residential treatment, foster care, and home visits. The targets reflect a slight reduction beginning in FY 2008 to adjust for decreases in bed capacity and youth population over the next biennium.

## 3. HOW WE ARE DOING

Data show there were 239 runaway episodes during fiscal year 2009. The target of 240 or fewer runaway episodes was met.

## 4. HOW WE COMPARE

Comparative data are not available.

## 5. FACTORS AFFECTING RESULTS

The OYA has implemented a number of strategies that have likely contributed to meeting the target of fewer than 240 runaways in FY 2009. This includes implementing evidence-based programming as discussed below. The OYA uses a standardized risk/needs assessment to effectively match youth needs with placement options. In addition, Multi-Disciplinary Team (MDT) meetings are held every 90 days to discuss youth needs and to review the youth's individualized case plans. These meetings involve youth, parents, assigned OYA Juvenile Parole/Probation Officer (JPPO), the community residential provider, and other treatment staff. A key component of this process involves outlining specific transition activities. This forward thinking approach aims to ensure youth are ready for transition, with one goal of decreasing the likelihood youth will run from community settings. Research shows youth engagement with education and/or vocational services is related to a decreased 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 positively engage youth in school as quickly as possible when leaving close custody, and any time the community placement changes. Youth runaways from foster care and proctor care are reviewed on a monthly basis to monitor progress in this area. In addition, to further prevent runaway incidents, foster and proctor parents receive ongoing training in order to enhance supervision skills and awareness of pre-run conditions.

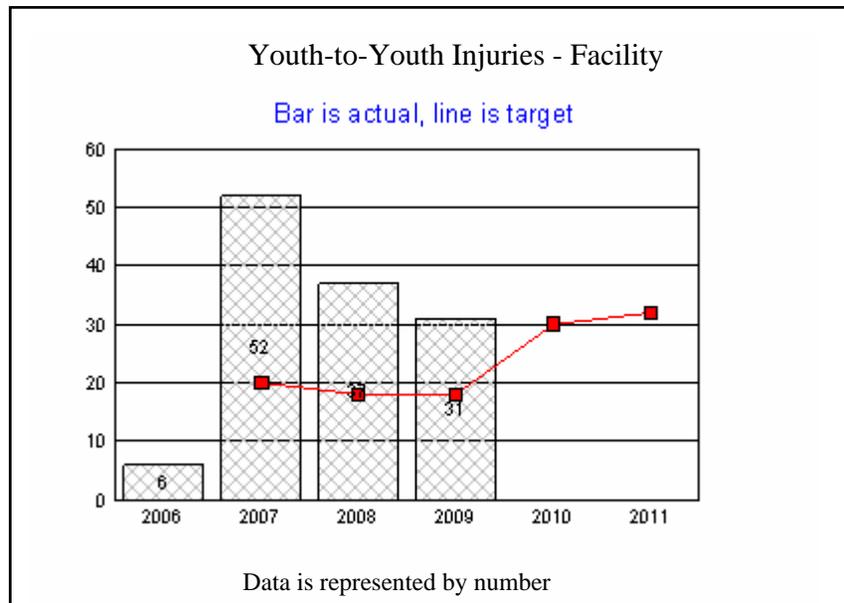
**6. WHAT NEEDS TO BE DONE**

- Continue matching youth in community settings based on their risk to re-offend.
- Continue to review and debrief specific runaway or attempted runaway incidents, including discussion of findings and recommendations documented for potential programmatic modification.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. Field staff record incidents of runaway in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of runaway incidents, the monthly reports provide runaway rates to enable meaningful comparisons over time. Rates are calculated using 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 residential or foster care placement. Over the next biennium as OYA bed capacity ebbs and flows based on budget, it will be increasingly important to consider the rate of runaways in addition to the number of runaways as called for by this measure. During the 2009 fiscal year, OYA served approximately 1,400 youth in residential and foster care placements, creating 203,245 days of opportunity for youth to run away. In total, there were 277 runaways reported, reporting in a rate of 1.36 runs per 1,000 person days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #3a</b>	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities	2006
<b>Goal</b>	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
<b>Owner</b>	Joan Palmateer, Assistant Director, Facility Operations (503) 373-7238	



**1. 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 cognitive behavioral approaches that focus on teaching youth anger control, problem-solving and pro-social interaction skills.
- Staff supervision that promotes safety and structure.
- Cognitive behavioral interventions for youth and treatment curricula focusing on improving anger control, problem-solving and pro-social skills and reducing aggressive behavior toward others.

- Staff role-modeling appropriate positive social interactions on the living units.
- Ensure volunteers, contractors, and mentors are appropriately screened and monitored to ensure services provided align with the OYA mission.

## 2. ABOUT THE TARGETS

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. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would grossly underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2008-2009, the agency has re-evaluated and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury.

## 3. HOW WE ARE DOING

The OYA's second year of data collection on this measure reflected a relatively low number of injuries in light of the 925 youth in close custody on any given day. The rate of youth-to-youth injury (females) in 2009 to 0.8 per 1000 person days and 0.15 for males per 1000 person days. While both rates are low, continued efforts in developing youth pro-social interaction skills have contributed to a reduction of youth-to-youth injuries from the previous year. Although the agency strives toward no youth-to-youth injuries, many OYA youth have been identified as needing anger-management training. The OYA addresses these needs through evidence-based programming and thereby aims to reduce these types of injuries.

## 4. HOW WE COMPARE

Comparative data are not available. Unlike this OYA key performance measure, Performance-based Standards (PbS) outcome measures relating to youth injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation and other minor mishaps. OYA facilities have consistently shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2009.

## 5. 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 skills development, prosocial thinking patterns, and positive interactions between youth. Staff continue to receive training in the delivery of these correctional treatment curricula as well as in verbal de-escalation and behavior management. Furthermore, in fiscal year 2008 OYA developed definitive program criteria to improve treatment unit assignment decisions based on 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 and respectful living situations.

## 6. WHAT NEEDS TO BE DONE

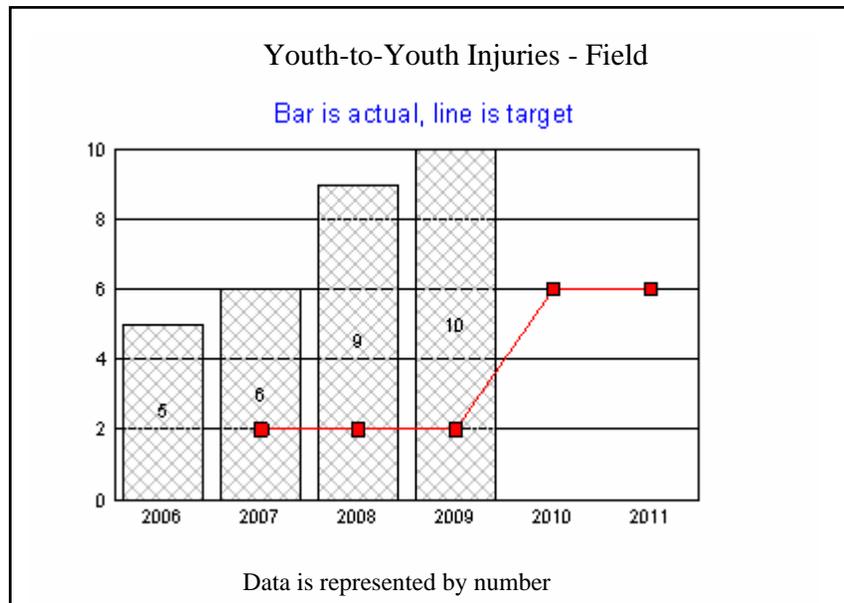
- Continue to emphasize safety and positive skill development in OYA facility programs.
- Continue to refine the agency's assessment process to ensure that youth profiles and concerns are properly identified.

- Increase emphasis on matching youth to treatment services based on criminogenic risk and need.
- Continue to emphasize safety and verbal de-escalation in staff training as well as promote the development of staff skills that best position staff to promote positive youth progress.
- Emphasize the use of the recently developed automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity and related factors.
- Continue to review at the executive level incidents that result in significant injury to youth to determine what corrections or improvements may be necessary.
- 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.
- Continue developing strategies to promote staff retention in order to foster rapport with youth and better ensure safety of youth.
- Implement evidence-based gang prevention curriculum in all close custody facilities.

## 7. ABOUT THE DATA

This information is being reported for fiscal year 2009. Injuries counted for this measure occur in close custody and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm, and must require medical attention beyond routine first aid. Facility staff record injury data using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using 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. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2009 fiscal year, OYA served approximately 1,570 youth in close custody facilities, creating 337,645 days of opportunity for youth-to-youth injuries. In total, there were 37 injuries reported, resulting in a rate of .09 injuries per 1,000 youth days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #3b</b>	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field	2006
<b>Goal</b>	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

- Continue to provide training to OYA staff and contracted providers that focuses on teaching youth anger control, problem-solving and pro-social interaction skills through cognitive behavioral interventions.
- Continue to identify youth at high risk for anger control issues and develop strategies to prevent incidents from occurring.
- Maintain appropriate supervision of and provide support to youth in the community.
- Continue to formally survey youth in community programs about safety twice per year.

## 2. 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 performance measure focuses on injuries to OYA youth caused by other OYA youth and is an important measure of youth-to-youth interaction. When redefining the measure, the agency anticipated that the current target, which was established in fiscal year 2006, might underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2006-2008, the agency has re-evaluated KPM targets and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury. 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.

## 3. HOW WE ARE DOING

The OYA had 10 incidents of youth-to-youth injuries in community settings during the fiscal year 2009. Although no incident is acceptable, this is a relatively low rate. The OYA will continue to implement strategies to ensure the safety of youth in its custody.

## 4. HOW WE COMPARE

Comparative data are not available.

## 5. FACTORS AFFECTING RESULTS

A dramatic increase in youth gang activity and related crime throughout the state in the past year may have contributed to youth-to-youth injuries in 2009. While nine youth injuries represents a fraction of the total number of OYA youth in the community, it is not uncommon for youth with behavioral disturbances to act aggressively while in residential treatment. The majority of youth-to-youth injuries reported this fiscal year occurred within a community residential setting. The OYA is working with residential programs and foster care providers to deliver effective treatment interventions. Enhanced treatment modalities consist of problem solving and skill development, as well as teaching prosocial thinking. Prosocial skills training improves youth coping skills and contributes to the limited number of youth-to-youth injuries. 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. 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 contributes to the low number of youth-to-youth injuries in residential settings.

## 6. WHAT NEEDS TO BE DONE

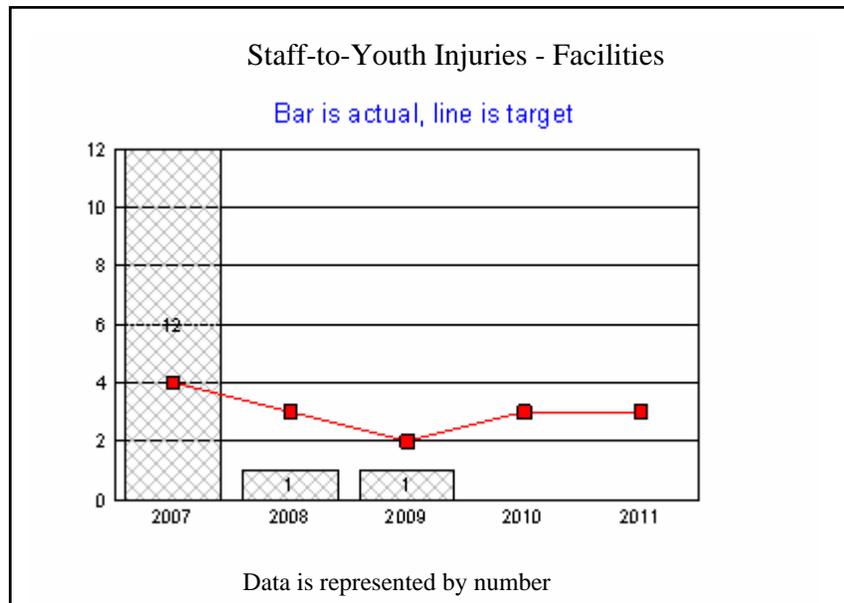
- Continue to evaluate and monitor youth-to-youth incidents on a regular basis.
- Continue to provide assistance and training to agency providers (e.g., foster parents, contracted community residential providers, etc.) with focus on proactive behavioral management intervention techniques such as verbal 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 (YIR) in community settings to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity and relating factors.
- Encourage community providers to continue developing strategies to promote staff retention, resulting in experienced staff working with youth offenders.

## 7. ABOUT THE DATA

This information is being reported for fiscal year 2009. Injuries counted for this measure occur while under residential or foster care supervision and involve two youth under OYA supervision, one injuring the other. The injury can be the result of recreational activity or intent to harm and must require medical attention beyond routine first aid. Probation/Parole staff record injury data using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using 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 residential or foster care placement. Over the next biennium as OYA bed capacity ebbs and flows as a result of the budget, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2009 fiscal year, OYA served approximately 1,400 youth in residential and foster care placements, creating 203,245 days of opportunity for youth-to-youth injuries. In total, there were 10 injuries reported, resulting in a rate of .05 injuries per 1,000 youth days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #4a</b>	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. a) Facilities	2006
<b>Goal</b>	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
<b>Owner</b>	Joan Palmateer, Assistant Director, Facility Operations (503) 373-7238	



**1. 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, pro-social interactions on the living units.
- Staff supervision that promotes safety and structure.
- Cognitive behavioral interventions to youth and treatment curricula focused on improving anger control, problem-solving skills, pro-social skills, and reduction in aggressive behaviors toward others, thereby preventing high-risk injury incidents.

## 2. 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. When redefining the KPM, the agency anticipated that the current target, which was established in fiscal year 2006, would underestimate the actual number of injuries that count toward the KPM. After reviewing data for fiscal years 2008-2009, the agency has re-evaluated KPM targets and established aggressive, yet realistic, targets for fiscal years 2010-2011 to reduce this type of youth injury.

## 3. HOW WE ARE DOING

The fiscal year 2009 marked the second year in which the agency used a stricter definition of injury. The number of staff-to-youth injuries remained the same as fiscal year 2008, with only one youth injury during a staff intervention. The agency has exceeded its target for the year and will continue to emphasize the refinement of staff verbal de-escalation skills and, when necessary, use safe physical intervention techniques to which staff are formally trained.

## 4. HOW WE COMPARE

Comparative data for the new definition are not available because the Performance-based Standards (PbS) outcome measures relating to injury reflect the tracking of any youth injury, regardless of source or severity, including accidents, injuries from recreation and other minor mishaps. OYA facilities have consistently shown very low rates of injury to youth. This suggests safety performance better than the average rate for PbS project participants.

## 5. 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 more defined program and population criteria to improve program assignment decisions that match youth based 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 continues to emphasize that staff are trained to respond in a manner that minimizes the chance of injury to youth or themselves. Staff skills are evaluated and training is provided on a continuum that includes personal protection, verbal de-escalation, youth escort, physical intervention and group control techniques. A review of all incidents of physical intervention coupled with developing corrective action plans also contributes to a minimum number of staff-to-youth injuries.

## 6. WHAT NEEDS TO BE DONE

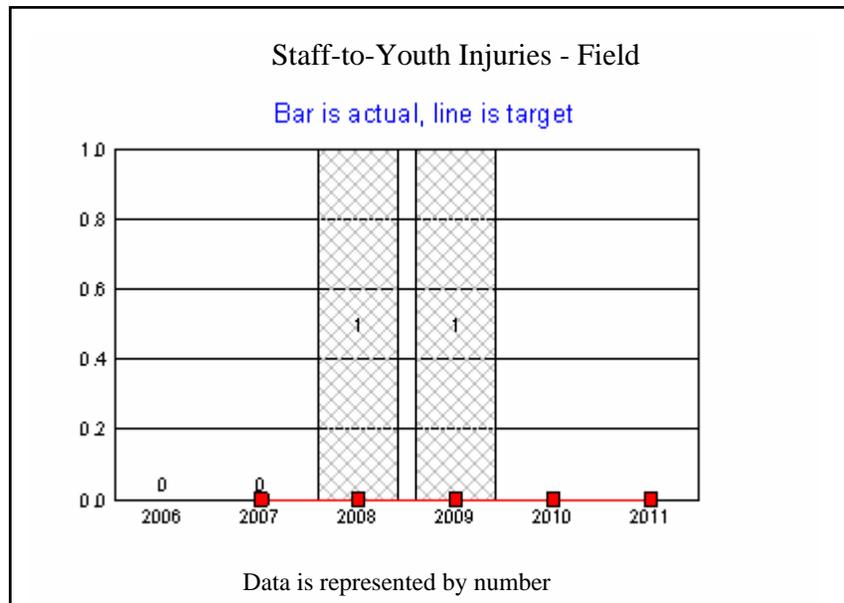
- Continue to emphasize safety and positive skill development in facility programs.
- Continue to refine the agency's system of assessing risk and needs to ensure that youth profiles and concerns are properly identified.
- Emphasize matching youth with appropriate services and approaches when making treatment unit decisions.

- 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.
- Emphasize the use of the recently-developed automated Youth Incident Report (YIR) system to collect and aggregate incident/injury data in order to evaluate youth injuries, including location, activity, and related factors.
- Continue to review at the executive level 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 believe they have been injured or abused in any way by an OYA staff (i.e. contacting the OYA Professional Standards Office).

## 7. ABOUT THE DATA

This information is being reported for fiscal year 2009. Injuries counted for this measure include youth injured by staff in close custody where the injury required medical attention beyond routine first aid. Facility staff record injuries using the Youth Incident Report in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, the monthly reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using 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. Over the next biennium as OYA bed capacity ebbs and flows as a result of the budget, it will be increasingly important to consider the rate of injuries in addition to the number of injuries as called for by the measure. During the 2009 fiscal year, OYA served approximately 1,570 youth in close custody facilities, creating 337,645 days of opportunity for staff-to-youth injuries. In total, there was one injury reported, resulting in a rate of .003 injuries per 1,000 youth days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #4b</b>	STAFF TO YOUTH INJURIES - Number of injuries to youth by staff per fiscal year. b) Field	2006
<b>Goal</b>	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 378	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

- Providing training (including verbal de-escalation techniques) to OYA Juvenile Parole/ Probation Officers (JPPO), Foster Care Certifiers, and Foster Care parents on personal and youth safety.
- Formally surveying youth regarding personal safety twice per year.
- Regularly monitoring, reviewing, investigating, and documenting all staff-to-youth injury incidents and developing corrective action steps to minimize risk to youth and staff.
- Providing technical assistance to contracted residential providers to prevent future incidents and ensure youth safety.

## 2. ABOUT THE TARGETS

Previous 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 OYA youth caused by interaction with OYA staff and contracted providers. The OYA supports a goal of zero injuries to youth by staff. 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.

## 3. HOW WE ARE DOING

The OYA experienced one incident of injury to youth by staff in 2009. Although no incident is acceptable, the OYA has maintained a very low rate of staff-to-youth injuries in the community.

## 4. HOW WE COMPARE

Comparative data are not available.

## 5. 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, if necessary. Additionally, OYA contracts require community residential programs to report all incidents of youth injuries. On a monthly basis, the OYA Community Resources Unit (CRU) 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. Similarly, the OYA Foster Care Manager reviews all incidents of youth injuries in foster care on a regular basis. This form of monitoring and oversight has contributed to the minimal number of staff-to-youth injuries in community settings. OYA policies and local procedures clearly outline appropriate and effective processes, trainings, and resources to ensure that parole/probation staff and providers have adequate tools to safely intervene when a youth's behavior escalates. The OYA has put considerable effort into developing relationships with local law enforcement, juvenile departments and mental health providers to make certain appropriate levels of intervention match youth needs.

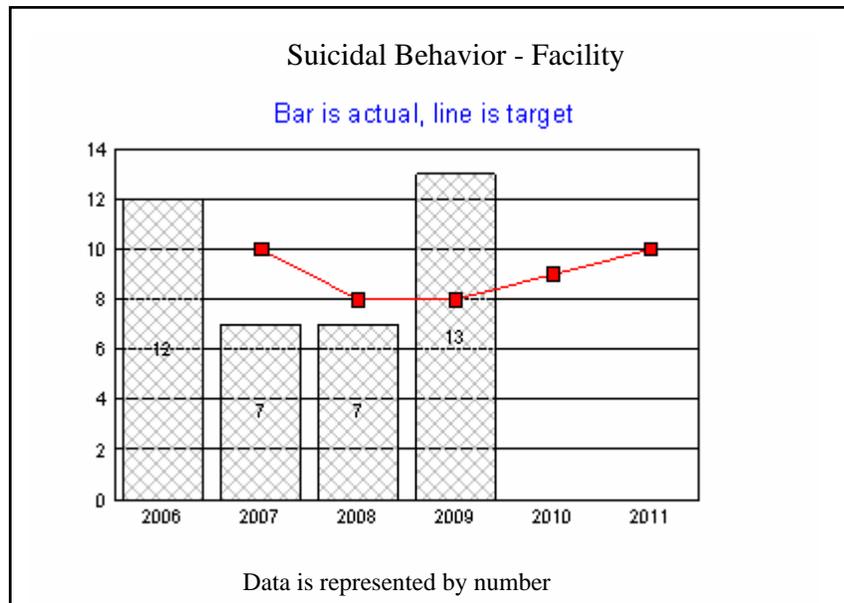
## 6. WHAT NEEDS TO BE DONE

- Continue to train field staff and providers in verbal de-escalation skills, modeling appropriate non-aggressive interactions.
- Ensure JPPOs receive training and updates on the correct use and application of secure travel restraint devices.
- Continue educating youth about their rights and how to report abuse or injury by an OYA staff member or contracted provider.
- Complete implementation of the field JJIS Youth Incident Report. 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 to investigate all reports of OYA staff and community provider misconduct through the OYA Professional Standards Office (PSO).
- Continue to offer training opportunities to OYA staff and contracted providers focusing on comprehensive supervision techniques, safety, verbal de-escalation skill development, and how to create/ensure a safe environment.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. Injuries counted for this measure include youth injured by staff while under residential or foster care supervision where the injury requires medical attention beyond routine first aid. Youth field injuries are recorded using the Youth Incident Report (YIR) in JJIS, and the OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of injury, rates of injury are also calculated monthly to allow for meaningful comparisons over time. Rates are calculated using 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 residential or foster care placement. Over the next biennium as OYA bed capacity ebbs and flows, it will be important to consider the rate of injuries, while also reporting the number of injuries as called for by this measure. During the 2009 fiscal year, OYA served approximately 1,400 youth in residential and foster care placements, creating 203,245 days of opportunity for staff-to-youth injuries. In total, one injury was reported resulting in a rate of .005 injuries per 1,000 youth days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #5a</b>	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities	2006
<b>Goal</b>	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
<b>Owner</b>	Mary McBride, Clinical Director, (503) 378-3992	



**1. OUR STRATEGY**

Establish an environment where all facility staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

- Assessing all youth in a timely fashion and at transition points, that research shows as a time of elevated risk for suicidal behavior.
- Providing appropriate interventions and monitoring of youth assessed at significant risk of suicidal behavior to ensure their safety.
- Providing annual training to all staff on suicide prevention.
- Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated

## 2. ABOUT THE TARGETS

This measure was 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 of pre-eminent national experts and Oregon youth advocates, has an established suicide-prevention plan. The agency's priority on screening, prevention, and early intervention are reflected in the targets. All self-harm behavior and suicidal ideation will continue to be documented and addressed through local processes and effective mental health and correctional treatment interventions. The agency will continue to place the highest priority on maintaining safe environments for all youth and staff. The fiscal year 2010-2011 targets had been adjusted to reflect a planned increase in close custody capacity, however, due to budget constraints this additional capacity was not implemented.

## 3. 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 defined by the measure. Fiscal years 2007 and 2008 showed an even lower incidence of this type of behavior. In fiscal year 2009, the number of incidents rose above the target. The increase in the number of youth in close custody combined with the opening of the female-only facility may have been contributing factors. The opening of a new facility resulted in hiring a combination of new and experienced staff. A high proportion of new staff recently trained and unsophisticated in their approach to suicidal or para-suicidal youth combined with youth having difficulty regulating the stress associated with the transition to a new facility may have contributed to this increase. The OYA has established a process where the agency's Clinical Director reviews all incidents of suicidal behavior to determine if they meet criteria for inclusion in this performance measure and to advise the facility and local clinicians on appropriate follow-up and intervention when needed. The OYA is committed to ongoing attention and consistency in preventing youth suicides and ensuring youth safety.

## 4. HOW WE COMPARE

National data on youth suicidal behavior while in facility custody are not available. However, OYA's participation in the Performance-based Standards (PbS) Project allows for comparison of agency data to that of other participating agencies. The PbS outcome measures for suicidal behavior reflect any youth behavior, regardless of type or severity, that results in self harm. OYA facilities consistently show low rates of suicidal behavior. This demonstrates security performance that is better than average for agencies participating in the PbS Project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2009.

## 5. FACTORS AFFECTING RESULTS

By their very circumstance, youth placed in youth correctional facilities are at a higher 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 uses the Massachusetts Youth Screening Instrument, Version II (MAYSI-II), as an additional source of information in making judgment about youth suicide risk.

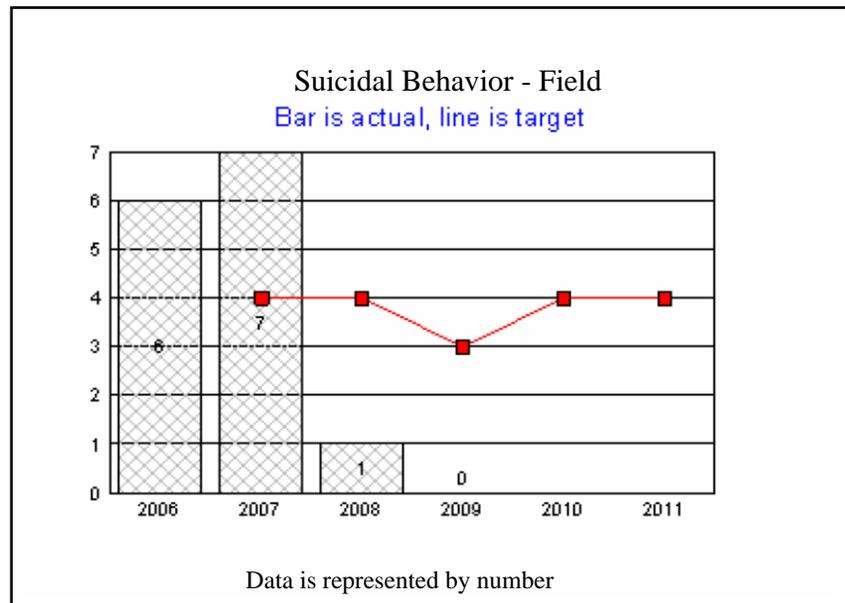
**6. WHAT NEEDS TO BE DONE**

- Continue to emphasize youth safety in facility programs.
- Continue to refine the agency's system of screening and assessment to ensure that youth risks are properly identified. This includes continuing with the implementation of a revised intake and screening processes and forms in FY 2010.
- Standardize local procedures to address suicidal behavior through the implementation of an agency-wide suicide risk prevention procedure in FY 2010.
- 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 matching with appropriate correctional and behavioral treatment services and unit placements based on risk, need, and responsivity factors.
- Emphasize safety in staff training as well as maintaining readiness to respond to youth exhibiting suicidal thoughts or behavior.
- Continue to provide mental health treatment as staff resources allow.
- Continue to review incidents that result in significant suicidal behavior in youth to determine what corrective actions are needed.
- Continue to monitor the research literature on the assessment of and interventions for suicidal behavior.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. This measure includes all youth in close custody facilities. Suicidal Behavior is defined as follows: Serious Suicidal Behavior resulting in 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., overdoses of meds, objects around neck where marks are left). Facility staff record incidents of suicidal behavior in JJIS as they occur, and the Clinical Director subsequently reviews each incident. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. In addition to discrete counts of incidents of suicidal behavior, the monthly reports provide rates of suicidal behavior to enable meaningful comparisons over time. Rates are calculated using 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. As OYA adds additional bed capacity over the next biennium, it will be increasingly important to consider the rate of suicidal behavior in addition to the number of incidents of suicidal behavior as called for by the measure. During the 2009 fiscal year, OYA served approximately 1,570 youth in close custody facilities, creating 337,645 days of opportunity for incidents of youth suicidal behavior. In total, there were 13 incidents reported, resulting in a rate of .04 incidents per 1,000 youth days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #5b</b>	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field	2006
<b>Goal</b>	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
<b>Owner</b>	Mary McBride, Clinical Director, (503) 378-3992	



**1. OUR STRATEGY**

Establish an environment where all staff are formally trained in recognizing indicators of youth risk for suicidal behavior and on techniques for reducing suicide risk. Strategies for successfully reducing suicidal behavior and attempts include:

- Assessing all youth in a timely fashion and at transition points, particularly when youth are transferred to community programs, which research shows is a time of elevated risk for 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 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.
- Reviewing all incidents of suicidal behavior and generating immediate corrective action plans until risks are mitigated.

## 2. ABOUT THE TARGETS

Based on analysis obtained from fiscal years 2008 and 2009 data, this year's target was set at three. This measure has been recently redefined to focus on suicidal behavior judged by 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. The agency's priority on screening, prevention, and early intervention are reflected in the targets. The fiscal year 2010-2011 targets had been adjusted for a planned in residential bed capacity, however, due to budget constraints this additional capacity was not implemented.

## 3. HOW WE ARE DOING

With consistent emphasis on suicide awareness and prevention, the OYA has maintained a low number of serious suicidal behavior incidents. During fiscal year 2009 there were no incidents that met the threshold for serious suicidal behavior. 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 suicide-prevention policy grounded in best practice and the current body of research on this subject.

## 4. HOW WE COMPARE

Comparative data are not available.

## 5. FACTORS AFFECTING RESULTS

The OYA Clinical Director reviews all incidents of suicidal behavior to determine if the situation meets the criteria for inclusion in the performance measure data and, as needed, consults with staff and local clinicians 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 risky self-harming behaviors is a critical piece in ensuring youth safety. The local OYA field staff work 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 and history of suicidal ideation for focused assessment and evaluation services. This resource has provided a needed relief for care of at-risk youth on probation status.

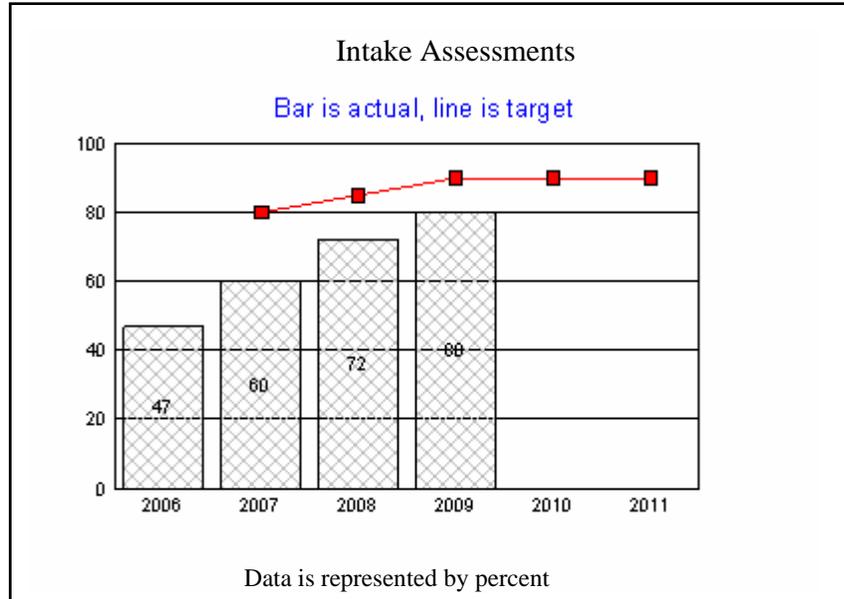
## 6. WHAT NEEDS TO BE DONE

- Continue to emphasize the importance of a timely and accurate risk and needs assessment from which a youth's case plan is built with the appropriate correctional and behavioral health treatment service interventions identified.
- Continued emphasis on annual training for community providers and foster parents on suicide risk prevention and the importance of responding to youth exhibiting suicidal thoughts or behavior.
- Continue to review incidents that result in significant suicidal behavior in youth to determine corrective actions.

**7. ABOUT THE DATA**

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., overdoses of meds; objects around necks where marks are left). Field staff record suicidal behaviors in JJIS as they occur and the Clinical Director subsequently reviews each incident. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2009 fiscal year, OYA served approximately 1,400 youth in residential and foster care placements. In total, there were no incidents reported. Rates of suicidal behavior for field youth are not calculated because this KPM reflects incidents for all OYA youth in the field, not just those in substitute care; days of opportunity figure is not available for the entire OYA field population. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #6</b>	INTAKE ASSESSMENTS - Percent of youth who received an OYA Risk/Needs Assessment (OYA/RNA) within 30 days of commitment or admission.	2006
<b>Goal</b>	ASSESS RISK - Improve the effectiveness of correctional treatment by assessing youth criminogenic risk and needs for reformation.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM6 Risk and Needs Assessment	
<b>Owner</b>	Philip Cox, Assistant Director, Field Services (503) 373-7531	



**1. OUR STRATEGY**

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

- Centralizing facility intake to add consistency to the assessment process.
- Ensuring all new facility intake staff and Juvenile Probation and Probation Officers (JPPOs) are trained on how to appropriately administer and interpret results of the OYA/RNA.
- Providing ongoing training for staff on policies related to OYA/RNA and case planning, including designated timeframes for completing assessments.

## 2. ABOUT THE TARGETS

Aggressive targets have been established for this measure because accurate and timely assessment of youth criminogenic risk and need is the foundation for appropriate case planning. The target for fiscal year 2009 was 90% of assessments completed within 30 days of commitment.

## 3. HOW WE ARE DOING

Performance on this measure for fiscal year 2009 showed continued positive movement toward meeting the established target of 90%. Although there was a substantial increase in performance over fiscal years 2006 through 2009, the agency fell shy of the target of 90% in 2009 with 80% of youth assessed within 30 days. 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. The agency will continue to emphasize to staff the importance of timely administration of risk needs assessments.

## 4. HOW WE COMPARE

National risk assessment data are not available. Many juvenile justice systems are in the beginning stages of using standardized and valid risk assessment tools.

## 5. FACTORS AFFECTING RESULTS

Key factors influencing the OYAs 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. As a result, completion of intake assessments within timelines is quite high in close custody facilities, in excess of 90%. In community settings, access to the youth is sometimes more difficult to arrange and creates difficulty in ensuring timely assessments. Consequently, meeting timelines continues to be a challenge. A factor affecting both facility and field intake assessments is the ready availability of background information on youth cases. Timely assessments of youth in community settings has continued to improve, with 70% of assessments completed in 30 days in FY 09. Recently, the OYA revised the RNA training for new employees to deepen understanding of the assessment instrument. The OYA also implemented a business practice change to require a full assessment on all youth and automated the creation of the pre-screen RNA which generates a youth's risk score. As a result of updating training protocols to reflect current agency standards and practice, coupled with ongoing technical training to staff, it is expected that the accuracy of this KPM data will continue to improve.

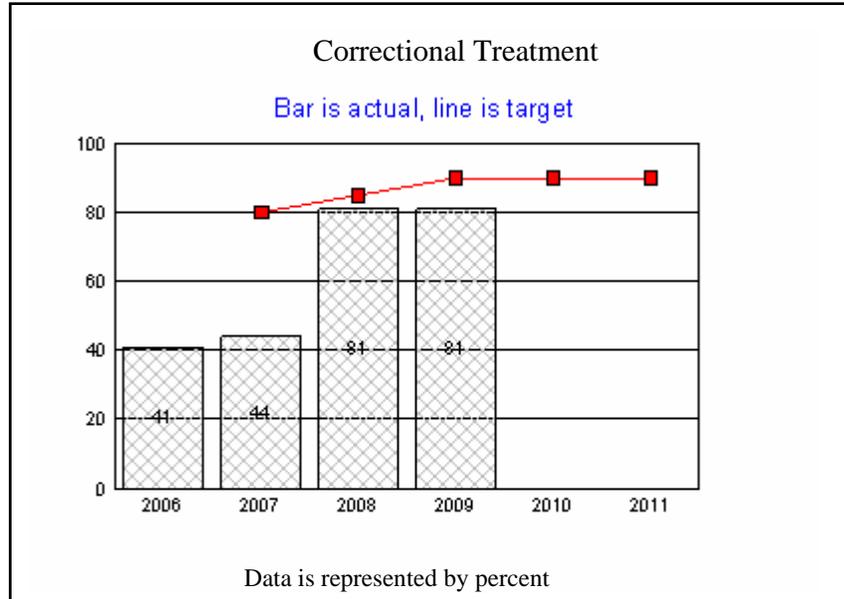
## 6. WHAT NEEDS TO BE DONE

- Continue to provide ongoing training to all staff involved in assessing youth risk and needs.
- Continue to monitor staff performance in meeting the aggressive time requirements of this measure.
- Continue to emphasize the importance of the agency's assessment protocols and emphasize timely and consistent assessment of youth in both facility and community environments.
- Continue to provide automated monitoring reports to supervisors in order to facilitate completion of risk/needs assessment.
- Continue to implement an automated task list to help workers know which youth risk/needs assessments are due.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. OYA completes the OYA Risk/Needs Assessment on all youth to determine their risk to re-offend, as well as to determine their needs and the positive influences in their life. The OYA/RNA resides in JJIS and is completed by the OYA staff assessing the youth. OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2009 fiscal year, approximately 80% of youth received an intake assessment within 30 days of commitment or admission. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #7</b>	CORRECTIONAL TREATMENT - Percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission.	2006
<b>Goal</b>	TARGET TREATMENT - Improve the effectiveness of correctional treatment by targeting youth offenders' criminogenic risk and needs.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM7 Case Audit	
<b>Owner</b>	Philip Cox, Assistant Director, Field Services (503) 373-7531	



**1. OUR STRATEGY**

Ensure that each youth assessed using the OYA Risk/Needs Assessment (OYA RNA) has an appropriate individual case plan developed in a timely manner. This KPM links closely with KPM #6, timeliness of assessment. Staff use information obtained about individual youth during the assessment process to develop meaningful case plans which target known predictors of future criminal behavior. To address timely development of case plans, the OYA strategy includes:

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

## 2. ABOUT THE TARGETS

Aggressive targets have been established for this measure of 90% for fiscal year 2009. These targets were established with the recognition that timely case plan formulation after assessing criminogenic risk and need is key in determining appropriate service provision.

## 3. HOW WE ARE DOING

The agency's performance on this important measure fell short of its target of 90% in FY 2009. Overall, agency staff documented the development of case plans of 81% of youth within required time frames. While the 81% actual performance fell short of the 90% target, the agency has made dramatic progress since FY 2007, when 44% of cases had documented case plans within 60 days of commitment or admission.

## 4. HOW WE COMPARE

National risk assessment and case plan development data are not available. However, according to the PbS Jurisdiction Outcome Measure Comparison report published in May 2009, OYA is at or above the average of the 184 participating agencies in 28 states for youth case planning.

## 5. FACTORS AFFECTING RESULTS

Developing case plans after initial assessment is critical to effective case management and sequencing of correctional treatment interventions. In OYA facilities, case plans are developed in facility treatment units after transfer from OYA intake assessment units. During budget periods when the agency is required to close treatment units, youth remain on intake units for longer periods than desirable waiting for "openings" to occur. Timely case plan development suffers. In community settings, factors affecting timely case plan development differ. Access to probation youth is sometimes difficult to manage, which creates challenges in timeliness of assessment and subsequent case plan development.

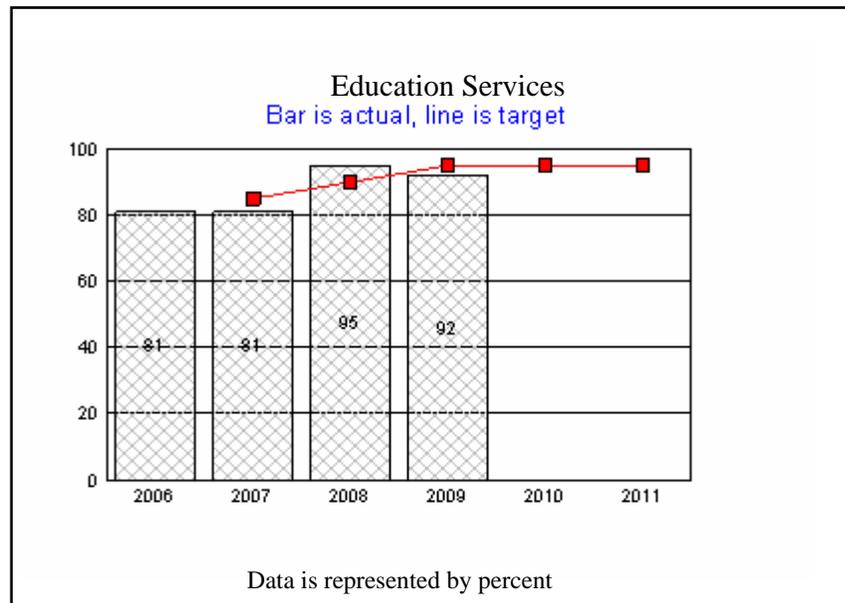
## 6. WHAT NEEDS TO BE DONE

- Emphasize the importance of obtaining youth information from the county of commitment at the point of the youth's commitment to OYA.
- Review co-management agreements and pursue discussions to improve how information is transferred at point of OYA commitment.
- Continue to emphasize the importance of the agency's assessment protocols and the timely and consistent assessment of youth in both facility and field environments.
- Continuously review the process to monitor whether risk/needs assessments are being completed and documented in JJIS.
- Provide ongoing training to all staff involved in administering the agency's risk-assessment tool and formulating case plans from the risk assessment results.
- Continue to emphasize the Multi-Disciplinary Team approach to case management, centered on the youth case plan as the framework document.
- Continue to monitor, modify, and streamline the case plan audit process used to determine the quality of youth case plans.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. The OYA measures the percent of youth whose records indicate active domains in an OYA case plan as identified in the OYA Risk/Needs Assessment within 60 days of commitment or admission. To count toward the measure, OYA staff must complete a youths OYA/RNA and case plan, both of which reside in JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2009 fiscal year, approximately 86% of youth in close custody and 75% of youth in field placements had their case plans completed within 60 days. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #8</b>	EDUCATIONAL SERVICES - Percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan.	2006
<b>Goal</b>	PROVIDE EDUCATION - Provide education programming that prepares youth offenders for responsibility in the community.	
<b>Oregon Context</b>	Benchmark 62. Juvenile Arrests	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM8 Education Services	
<b>Owner</b>	Philip Cox, Assistant Director, Field Services (503) 373-7531	



**1. OUR STRATEGY**

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

- Assessing youth for educational needs through the OYA Risk/Needs Assessment 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.
- Increase partnerships with local school districts to enhance educational services and opportunities

## 2. ABOUT THE TARGETS

Targets for this measure have been established based on research which shows appropriate educational programming has a positive impact on reducing future criminal behavior. This measure focuses on the relationship between identified special education needs and verification that the identified services are being, or have been, delivered.

## 3. HOW WE ARE DOING

At 92%, the OYA's performance in this key measure in fiscal year 2009 was very near the agency's target of 95%. This reflects the agency's continued emphasis on appropriate educational assessment and timely educational service delivery.

## 4. HOW WE COMPARE

National education assessment and case plan development data are not available. The OYA's Educational Services key performance measure mirrors the outcome measure relating to delivery of education services from the national Performance-based Standards (PbS) project. Over the past five years, OYA has performed well above the average for facilities participating in the PbS project, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2009.

## 5. 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 MDT 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.

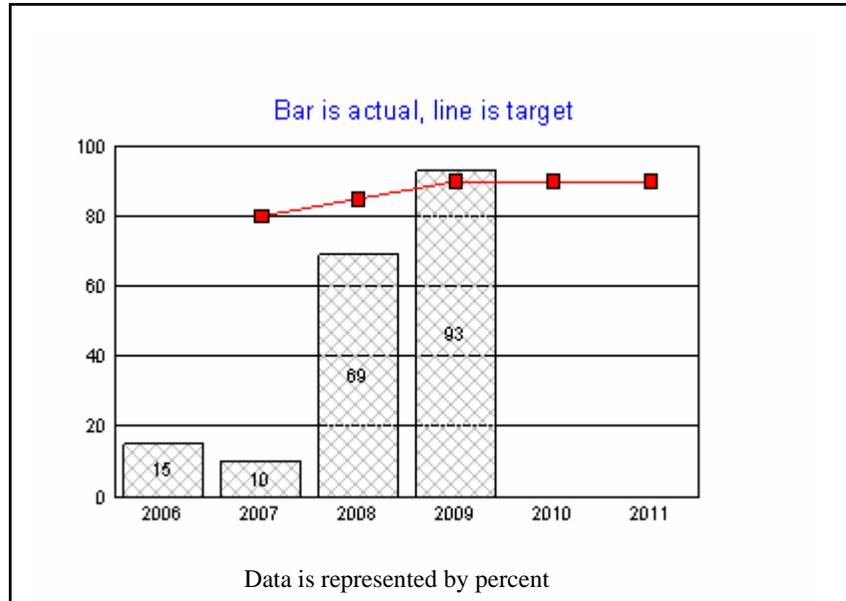
## 6. WHAT NEEDS TO BE DONE

- Continue to conduct case audits quarterly to ensure appropriate and timely receipt of educational services.
- Continue training for field staff on documentation requirements for youth education in JJIS to increase accuracy of the data.
- Develop and deliver training for Juvenile Parole/Probation Officers on the requirements of special needs youth and the education system.
- Continue to work with the Oregon Department of Education (ODE), which oversees OYA facility education programming, and local schools. In particular, coordinate the transfer of school records to expedite the enrollment process (i.e., bypass the standard 21-day waiting period).
- Continue to emphasize timely and consistent educational assessment of youth in both facility and field settings.
- Continue to develop and implement Inter-Governmental Agreements with school districts throughout Oregon, as well as with local educational systems in partnership with ODE.
- Formally assign an OYA liaison to work with ODE to ensure youth education special needs are met and obstacles overcome.
- Increase advocacy efforts for youth with identified educational deficits.
- Emphasize agency expectations with regard to identifying and reviewing education needs during quarterly MDT meetings.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. OYA measures the percent of youth committed to OYA for more than 60 days whose records indicate that they received the education programming prescribed by their OYA case plan, which is maintained in JJIS. This measure includes OYA youth in facilities, on probation or on parole. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2009 fiscal year, approximately 92% were receiving appropriate intervention within 60 days of commitment or admission. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212

<b>KPM #9</b>	COMMUNITY REENTRY SERVICES - Percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan.	2006
<b>Goal</b>	COMMUNITY REENTRY SERVICES - Continue to provide effective correctional services to youth offenders released from close custody facilities.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM9 Youth Released from OYA Facility	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. 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 a Juvenile Parole Probation Officer to each youth at time of commitment to follow youth for his/her entire stay with OYA (e.g. from probation to close custody to parole).

- Encouraging contracted providers to actively participate in transition planning prior to youth release from close custody.
- Ensuring youth case plans contain transition goals and interventions and that services are provided according to case plan and Multi-Disciplinary Team (MDT) recommendations.
- Conducting review hearings prior to youth transitioning from close custody and conduct case audits to ensure youth receives transition services within 30 days of release from close custody.

## 2. 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 the OYA successfully met its fiscal year 2009 target of 90% with more than 93% of youth receiving prescribed transition services.

## 3. HOW WE ARE DOING

As in previous years, data collection issues continue to pose challenges in reporting this KPM. However, the OYA has focused much effort in resolving these issues, and as a result has significantly increased the percentage of youth receiving transition services (from 10% documented cases in FY 2007 to 93% in FY 2009).

## 4. HOW WE COMPARE

National transition planning data are not available. However, the Performance-based Standards (PbS) project provides comparative data. The two outcome measures related to transition plan completion are included in the Reintegration Goal of the PbS Project. OYA has performed at a high level since these standards were established in 2002, showing plan completion rates exceeding the average, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2009.

## 5. FACTORS AFFECTING RESULTS

The primary factor affecting transition planning for placement and service coordination is the close custody bed capacity. At times, capacity limits require untimely/unplanned youth releases, which may 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 continued to coordinate a variety of evidence-based services to be available in local areas. Specific reintegration contracts have been awarded to providers to provide re-entry services and support to youth. Services focus on skill development and positive pro-social engagement in the community. These activities have direct impact on youth release and transition back into the community. Additionally, the Office of Minority Services provides transition services for minority youth returning from facilities in the Salem and Portland metro area. The lack of skilled resources in some of the state's remote areas continues to affect the availability of providing a wide-scale continuum of needed services to some youth.

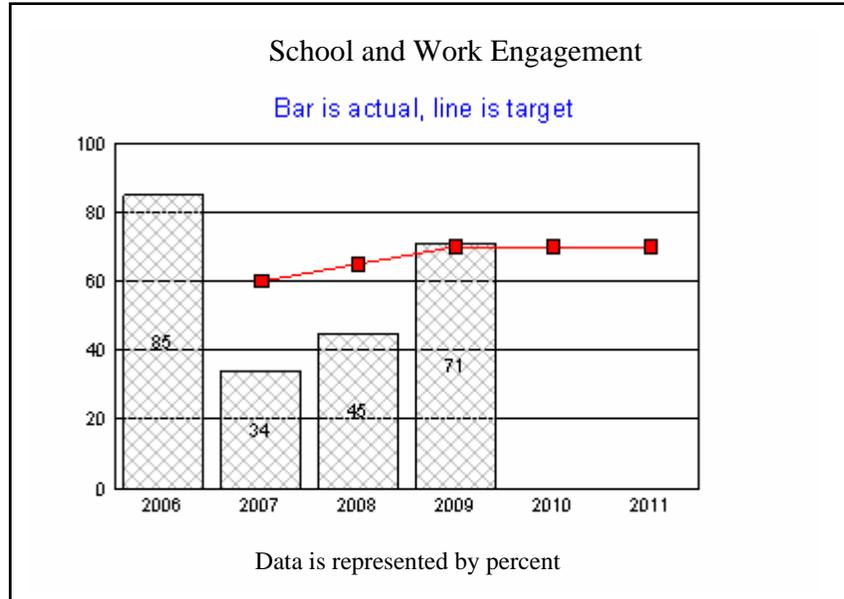
**6. WHAT NEEDS TO BE DONE**

- Continue to provide staff training and coaching on best practice in transition planning as well as OYA case plan documentation standards.
- Continue using the Multi Disciplinary Team process in which all core team members and other treatment providers provide input 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 from close custody.
- Emphasize pre-qualification of youth for Social Security services prior to release from close custody and educate staff regarding this process. This ensures that once the youth is in the community these benefits are available immediately.
- Evaluate current community bed capacity to determine if current needs are being met.
- Review and reorganize, if necessary, community transition capacity to best match services to accommodate the needs of youth offenders.
- Continue to actively recruit providers who offer reintegration and transition services.
- Study revocation data to determine patterns of youth characteristics associated with failure on parole in order to improve parole supervision and related services.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. The OYA measures the percent of youth released from close custody during the fiscal year who are receiving transition services per criminogenic risk and needs (domains) identified in each youth's OYA case plan, which is maintained in the Juvenile Justice Information System (JJIS). A supervisor audits the youth's case plan to determine whether the youth received transition services within 30 days. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2009 fiscal year, there were approximately 580 youth released from close custody during the fiscal year, and 93% of them received transition services. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #10</b>	SCHOOL AND WORK ENGAGEMENT - Percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement.	2006
<b>Goal</b>	SCHOOL - WORK ENGAGEMENT - Engage youth offenders placed in the community with school and/or work immediately.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism.	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) KPM 10 - Engaged in School or Work	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

Ensure that probation and 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 work or school enrollment following release from close custody.
- Encouraging participation from education and vocational rehabilitation service partners at Multi-Disciplinary Team (MDT) meetings.

## 2. ABOUT THE TARGETS

In fiscal year 2006, the OYA established the current target, recognizing that immediate youth engagement in work or school after a placement change has a considerable impact on the likelihood that a youth will commit additional crimes. Data show that the OYA successfully met its fiscal year 2009 target of youth offender engagement in school/work after placement change.

## 3. HOW WE ARE DOING

By statute, the OYA communicates all youth release information to local school districts. There was an increase of 26 percentage points in school and work engagement since fiscal year 2008 and the agency exceeded its goal of 70% in 2009. The agency anticipates that it will continue to meet performance objectives in 2010-2011.

## 4. HOW WE COMPARE

Comparative data are not available.

## 5. FACTORS AFFECTING RESULTS

Engaging youth in school or work is a priority for OYA staff working with youth in the community but the reality of securing employment and re-engaging youth in school is challenging. 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 address 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 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. Agreements between OYA and school districts and other community partners provide avenues for addressing this challenge. As part of these agreements, youth are provided a copy of their official education transcript upon leaving a close custody facility to ensure youth can be enrolled in school after 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 performance measure and to streamline the documentation 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.

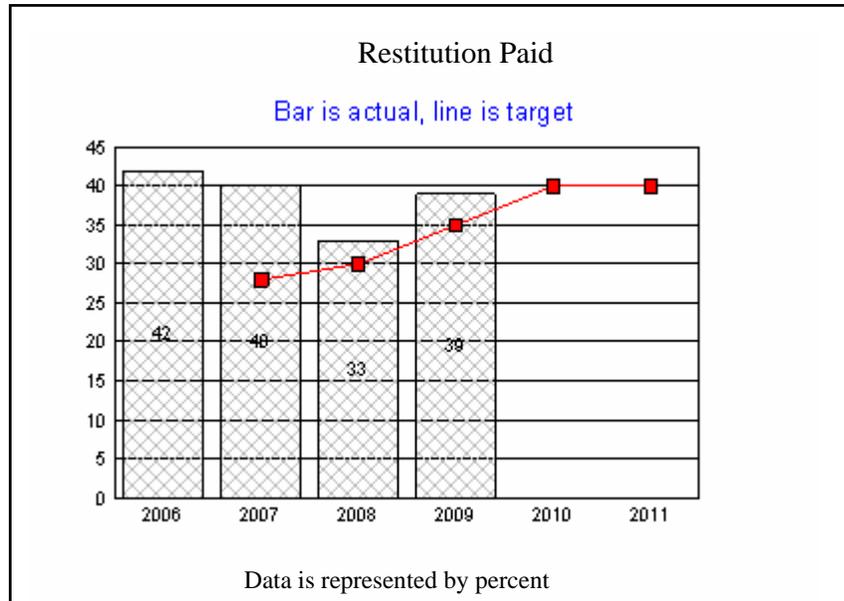
## 6. WHAT NEEDS TO BE DONE

- Continue to work toward MOUs with all school districts to expedite the enrollment process at release from close custody.
- Improve provision and transfer of relevant education records between schools, OYA close custody facilities, and OYA field offices to reduce interruption of education engagement.
- Educate staff on Individuals Disability Education Act (IDEA) federal regulations which mandate that youth are entitled to be served within three days of enrollment in public school.
- Continue to use the MDT process to develop educational and employment goals in the youth case plan and encourage participation from education and vocational partners.
- Provide additional training to staff on documenting school and work engagement.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. OYA measures the percent of youth living in OYA Family Foster Care, independently or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement. OYA staff regularly update the youths school/work status in JJIS. The OYA Research and Evaluation Unit extracts and reports the data on a monthly basis. During the 2009 fiscal year, there were approximately 1,070 youth qualifying for this KPM, and 71% of them were reported as engaged in school or work within 30 days of placement. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #11</b>	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.	2006
<b>Goal</b>	YOUTH ACCOUNTABILTY - Provide certain, consistent sanctions for youth offenders and support the concerns of crime victims.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Condition Report Extract 223d	
<b>Owner</b>	Phil Cox, Assistant Director, Field Services (503) 373-7531	



**1. OUR STRATEGY**

Assure maximum 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.
- Working with courts and local partners to increase system accountability to restitution payments.

## 2. ABOUT THE TARGETS

OYA strives to utilize strategies and activities to address and improve performance in meeting this target. The agency recognizes the importance of restitution as part of teaching youth accountability and, therefore, has set realistic targets for this measure.

## 3. HOW WE ARE DOING

The percent of restitution paid on conditions closed in FY 2009 was 38.9%. This exceeded the target of 35% set for the period. Additionally, the percentage rate of paid restitution increased from FY 2008. While improving, the agency continues to face a number of challenges on this measure including the youths opportunity to earn or access funds to pay restitution.

## 4. HOW WE COMPARE

OYAs restitution payments on closed conditions are lower than those of the statewide juvenile justice total, which includes OYA and county juvenile departments. In FY 2009, the statewide average of restitution paid on closed conditions was about 54%; the OYA rate was about 39%. Below are several factors that contribute to this difference.

## 5. FACTORS AFFECTING RESULTS

Youth offenders in close custody facilities have limited access to earning money or performing community services. Youth under juvenile department supervision have a greater opportunity to earn money for restitution payments because they live in the community. OYA and the county juvenile departments share in the responsibility of ensuring youth offenders meet their court ordered restitution conditions. However, for reporting purposes, the total payment paid for the restitution condition is reported under the agency supervising the youth when the condition is closed (regardless of which agency was supervising the youth when the payment was made.) The Oregon Judicial Information Network (OJIN) is the official record of restitution paid. While OYA tries to ensure the complete payment balance is recorded in JJIS at time the condition is closed, incomplete data is a possibility.

## 6. WHAT NEEDS TO BE DONE

- Provide ongoing training for OYA staff regarding restitution orders, case closure updates and methods for promoting restitution payment compliance.
- Include analysis and strategies for compliance with restitution requirements during MDTs (Multidisciplinary Team meetings) for all youth offenders in OYA custody
- Emphasize restitution in all transition plans.
- Develop payment plans to comply with court orders.
- Continue to work with stakeholders to maximize employment opportunities for youth in community.

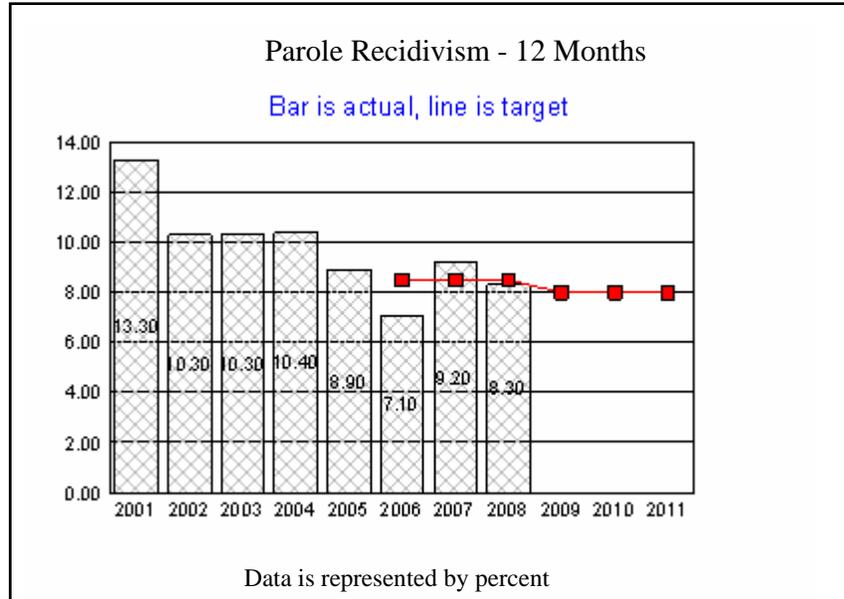
**7. ABOUT THE DATA**

OYA measures the percent of restitution paid on restitution orders closed during the fiscal year. Restitution orders are established by the court and staff enters the restitution paid into JJIS at the time the condition is closed. The OYA Research Unit extracts and reports the data on a monthly basis as well as for the entire fiscal year. JJIS reports 223C and 223D are used for this information. The percentage reported as paid is calculated as Dollars Paid / Dollars Owed at the time the condition was closed. All money paid on restitution orders is reported regardless of whether the condition was satisfied in full or not.

Closure of a restitution condition with an unpaid balance does not end a youth's obligation to make full restitution to their victims. Oregon law requires that judges 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 juvenile justice supervision. Money collected subsequent to juvenile justice supervision and pursuant to the money judgment is not tracked in JJIS, nor is it reported in this measure.

Because judges order restitution on the full loss to the victim, some orders can be extremely high. In FY 2009, there were seven youth with eight restitution orders that exceeded \$10,000. These youth represented less than half of a percent of the total conditions ordered but nearly 49% of the total amount owed. Therefore, these orders are not included in the overall calculation in order to present a more accurate picture of agency performance. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7412.

<b>KPM #12a</b>	PAROLE RECIDIVISM - 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 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

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

- Implementing evidence-based practices in OYA facilities and field.
- 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.
- Providing effective transition planning to ensure successful transition to community settings.

## 2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2008.

## 3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since 2001. In FY 2009, at 12 months post-release 8.3% of youth recidivated (versus a target of 8.0%). At 24 months after release 20.1% of youth recidivated (versus a target of 23%). At a full three years after release, 28.8% of youth recidivated (versus a target of 31%).

## 4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

## 5. FACTORS AFFECTING RESULTS

Data show a decrease in 12-month recidivism rates reported for OYA youth paroled in fiscal year 2008 compared to the prior year. OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall 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. The OYA has also 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 the implementation of these research-proven practices will continue to positively impact repeat crime over time.

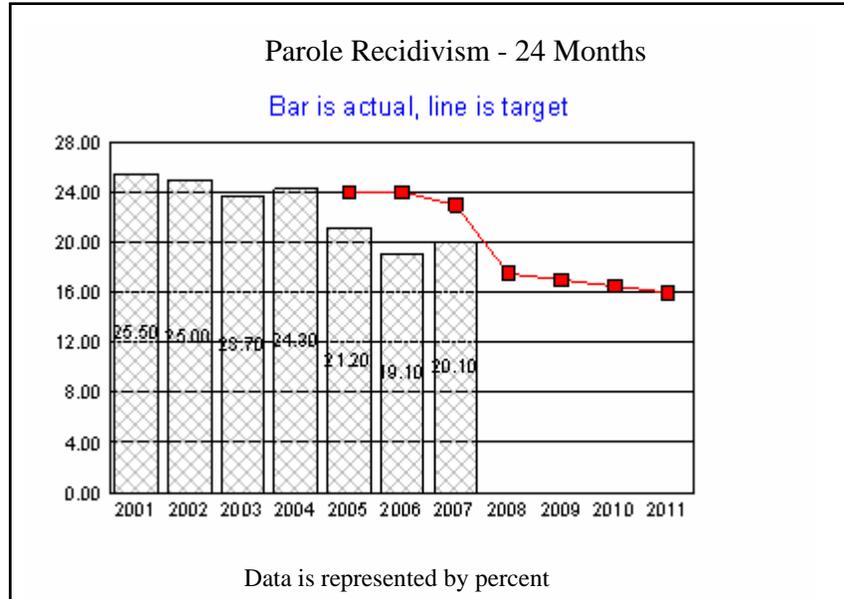
## 6. WHAT NEEDS TO BE DONE

- Continue to improve the matching of youth risks and needs with treatment interventions and programs.
- Encourage and support the use of evidence-based practices in contracted community residential programs.
- Encourage Multi-Disciplinary Teams to carefully map out and coordinate transition services prior to youth release on parole.
- Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
- Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.

**7. ABOUT THE DATA**

In OYA, recidivism is composed 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 - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #12b</b>	PAROLE RECIDIVISM - 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 24 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

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

- Implementing evidence-based practices in OYA facilities and field.
- 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.
- Providing effective transition planning to ensure successful transition to community settings.

## 2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2008.

## 3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since 2001. In FY 2009, at 12 months post-release 8.3% of youth recidivated (versus a target of 8.0%). At 24 months after release 20.1% of youth recidivated (versus a target of 23%). At a full three years after release, 28.8% of youth recidivated (versus a target of 31%).

## 4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

## 5. FACTORS AFFECTING RESULTS

Data show a slight increase in 24-month recidivism rates reported for OYA youth paroled in fiscal year 2007 compared to the prior year. The OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall 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. The OYA has also 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 the implementation of these research-proven practices will continue to positively impact repeat crime over time.

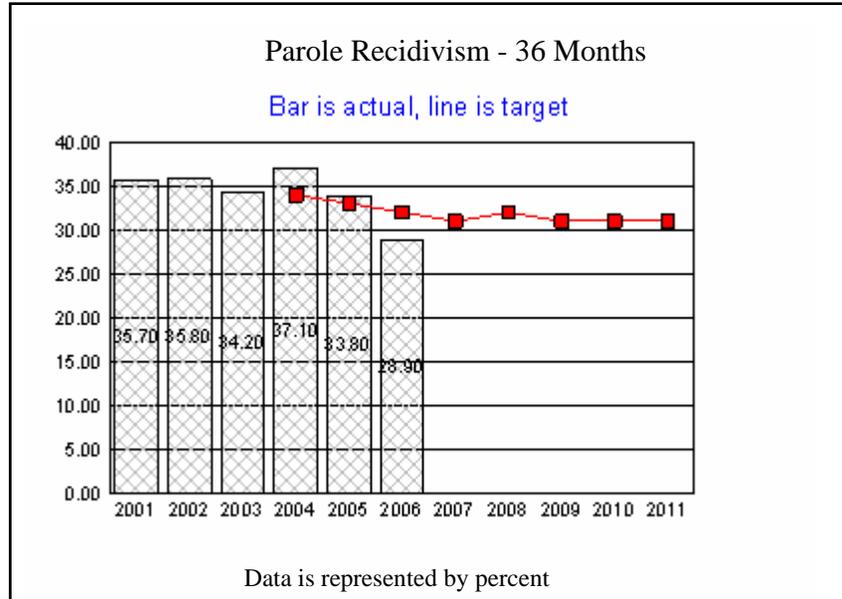
## 6. WHAT NEEDS TO BE DONE

- Continue to improve the matching of youth risks and needs with treatment interventions and programs.
- Encourage and support the use of evidence-based practices in contracted community residential programs.
- Encourage Multi-Disciplinary Teams to carefully map out and coordinate transition services prior to youth release on parole.
- Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
- Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.

**7. ABOUT THE DATA**

In OYA, recidivism is composed 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 - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #12c</b>	PAROLE RECIDIVISM - 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 36 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

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

- Implementing evidence-based practices in OYA facilities and field.
- 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.
- Providing effective transition planning to ensure successful transition to community settings.

## 2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2008.

## 3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since 2001. In FY 2009, at 12 months post-release 8.3% of youth recidivated (versus a target of 8.0%). At 24 months after release 20.1% of youth recidivated (versus a target of 23%). At a full three years after release, 28.8% of youth recidivated (versus a target of 31%).

## 4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

## 5. FACTORS AFFECTING RESULTS

Data show a decrease in 36-month recidivism rates reported for OYA youth paroled in fiscal year 2006 compared to the prior year. OYA has made much progress since 2001 in reducing recidivism rates. The OYA attributes this overall 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. The OYA has also 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 the implementation of these research-proven practices will continue to positively impact repeat crime over time.

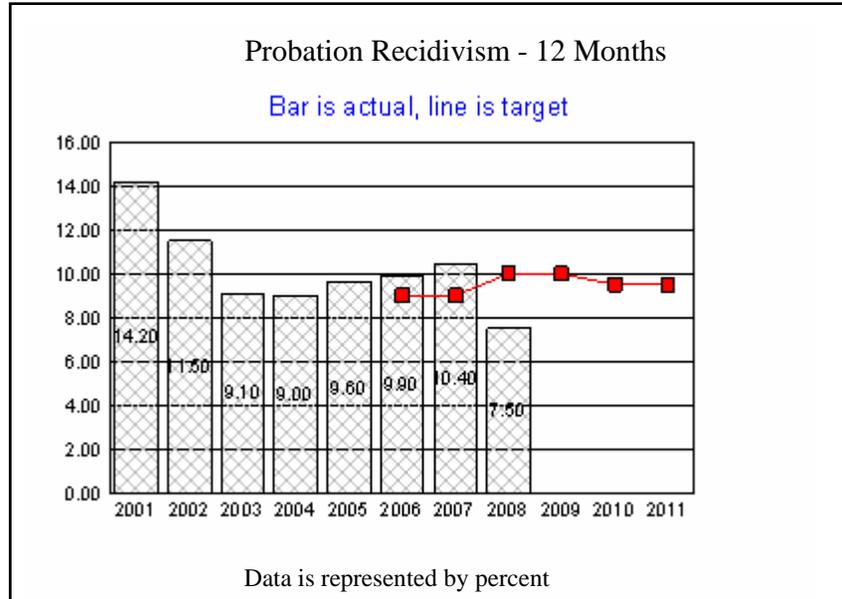
## 6. WHAT NEEDS TO BE DONE

- Continue to improve the matching of youth risks and needs with treatment interventions and programs.
- Encourage and support the use of evidence-based practices in contracted community residential programs.
- Encourage Multi-Disciplinary Teams to carefully map out and coordinate transition services prior to youth release on parole.
- Continue focusing efforts on increasing youth engagement in work and school within 30 days of being placed in the community.
- Continue training efforts to ensure staff have the knowledge and skill to deliver effective interventions.
- Continue efforts with Department of Human Services' Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.

**7. ABOUT THE DATA**

In OYA, recidivism is composed 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 - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the data and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #13a</b>	PROBATION RECIDIVISM - 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 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

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

- Implementing evidence-based practices for youth in community settings.
- 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 OYA community supervision.

## 2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2008.

## 3. HOW WE ARE DOING

Overall there has been a decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA. However, data show there has been a substantial decline in recidivism rates in FY 2009 for probation youth tracked for a 12-month period. OYA exceeded the 12-month target of 8.0 percent for youth committed to OYA probation in fiscal year 2008; the rate was a very positive 7.5%. However, rates for youth at 24 months and 36 months after commitment to OYA jumped up. Overall this is positive news with recidivism rates in all categories (12, 24, 36 months) declining substantially since 2001. OYA anticipates recidivism rates to remain at this level or to decrease as a result of implementing evidence-based practices in the field and monitoring program fidelity.

## 4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

## 5. FACTORS AFFECTING RESULTS

Data show marked decrease in 12-month recidivism rates reported for OYA probation youth committed in fiscal year 2008 compared to those committed in fiscal year 2007. OYA has made significant progress since 2001 in reducing recidivism rates. The OYA attributes this overall 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. The OYA has also contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact recidivism rates. The OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

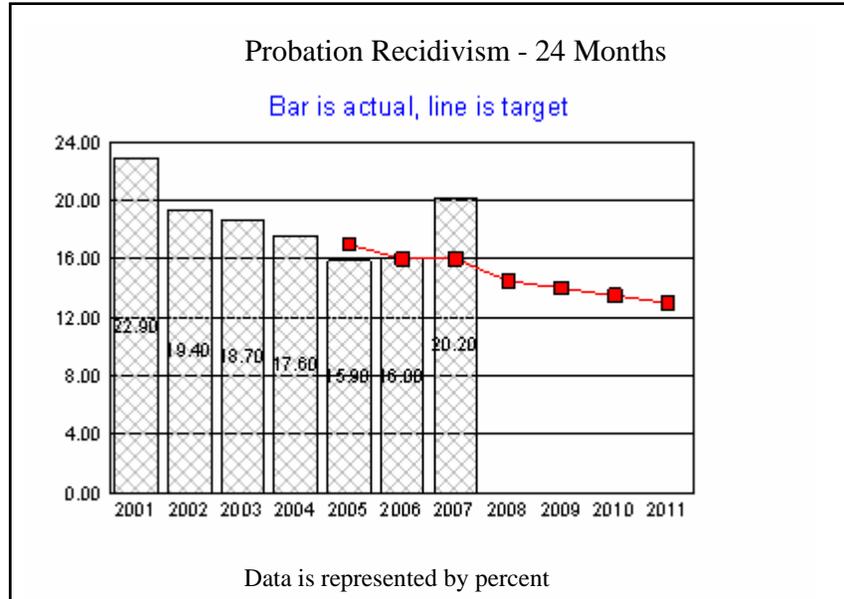
## 6. WHAT NEEDS TO BE DONE

- 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.
- Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
- 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.

**7. ABOUT THE DATA**

In OYA, recidivism is composed of four variables: (1) a group of people youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #13b</b>	PROBATION RECIDIVISM - 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 24 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

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

- Implementing evidence-based practices for youth in community settings.
- 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 OYA community supervision.

## 2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2008.

## 3. HOW WE ARE DOING

Overall there has been a decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA. However, data show there has been a substantial decline in recidivism rates in FY 2009 for probation youth tracked for a 12-month period. OYA exceeded the 12-month target of 8.0 percent for youth committed to OYA probation in fiscal year 2008; the rate was a very positive 7.5%. However, rates for youth at 24 months and 36 months after commitment to OYA jumped up. Overall this is positive news with recidivism rates in all categories (12, 24, 36 months) declining substantially since 2001. OYA anticipates recidivism rates to remain at this level or to decrease as a result of implementing evidence-based practices in the field and monitoring program fidelity.

## 4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

## 5. FACTORS AFFECTING RESULTS

Data show an increase in 24-month recidivism rates reported for OYA probation youth committed in fiscal year 2007 compared to those committed in fiscal year 2006. Overall, the OYA has made significant progress since 2001 in reducing recidivism rates. The OYA attributes this overall 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. The OYA has also contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact recidivism rates. The OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

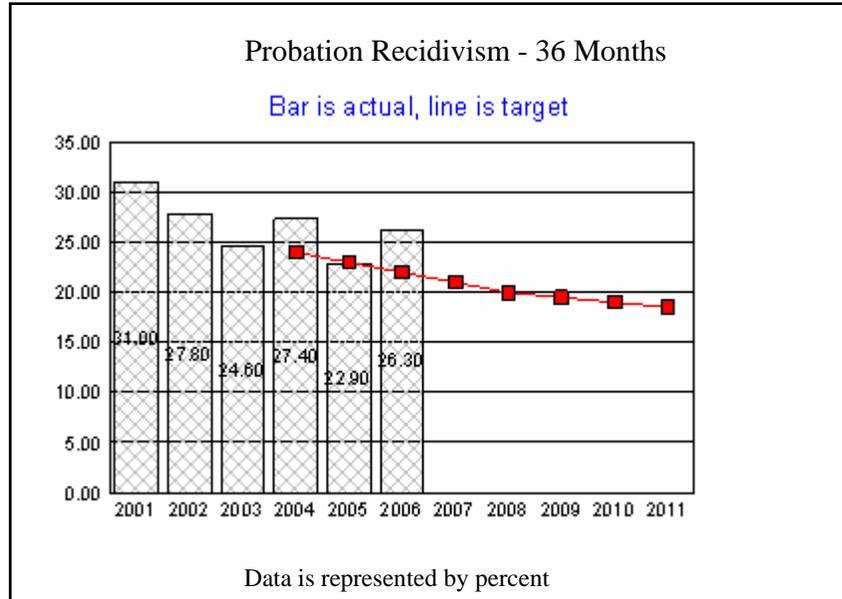
## 6. WHAT NEEDS TO BE DONE

- 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.
- Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
- 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.

**7. ABOUT THE DATA**

In OYA, recidivism is composed of four variables: (1) a group of people youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #13c</b>	PROBATION RECIDIVISM - 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 36 months).	2003
<b>Goal</b>	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
<b>Oregon Context</b>	Benchmark 65. Juvenile Recidivism	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255a	
<b>Owner</b>	Phil Cox, Assistant Director, Field Operations (503) 373-7531	



**1. OUR STRATEGY**

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

- Implementing evidence-based practices for youth in community settings.
- 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 OYA community supervision.

## 2. ABOUT THE TARGETS

The targets were selected through analysis of rate changes from fiscal year 2001 through fiscal year 2008.

## 3. HOW WE ARE DOING

Overall there has been a decline in recidivism since fiscal year 2001 for youth tracked for 12, 24, and 36 months following their probation commitment to OYA. However, data show there has been a substantial decline in recidivism rates in FY 2009 for probation youth tracked for a 12-month period. OYA exceeded the 12-month target of 8.0 percent for youth committed to OYA probation in fiscal year 2008; the rate was a very positive 7.5%. However, rates for youth at 24 months and 36 months after commitment to OYA jumped. Overall this is positive news with recidivism rates in all categories (12, 24, 36 months) declining substantially since 2001. OYA anticipates recidivism rates to remain at this level or to decrease as a result of implementing evidence-based practices in the field and monitoring program fidelity.

## 4. HOW WE COMPARE

Standardized national juvenile recidivism rates are not available. The Office of Juvenile Justice and Delinquency Prevention recommends using caution when comparing recidivism across states due to variation in populations, juvenile justice statutes, definitions of recidivism, and recidivism measures (Juvenile Offenders and Victims: 2006 National Report).

## 5. FACTORS AFFECTING RESULTS

Data show an increase in 36-month recidivism rates reported for OYA probation youth committed in fiscal year 2006 compared to those committed in fiscal year 2005. Overall, the OYA has made significant progress since 2001 in reducing recidivism rates. The OYA attributes this overall 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. The OYA has also contracted with providers using evidence-based practices and has trained all field staff on cognitive behavioral interventions. Other factors, such as keeping youth engaged in school or work can also significantly impact recidivism rates. The OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

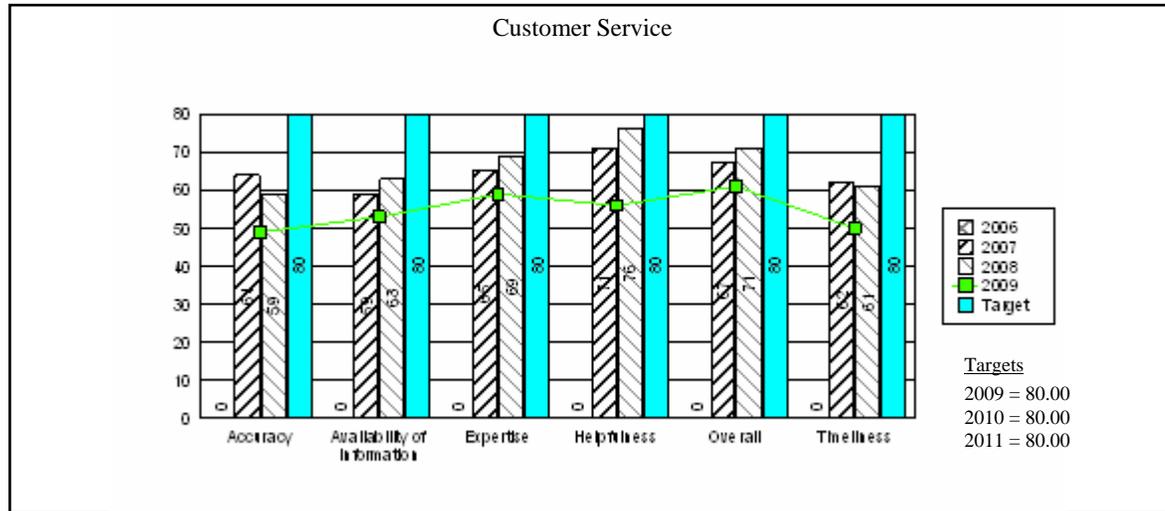
## 6. WHAT NEEDS TO BE DONE

- 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.
- Continue to screen all youth committed to OYA probation for mental health and substance abuse service needs and make appropriate community referrals.
- 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.

**7. ABOUT THE DATA**

In OYA, recidivism is composed of four variables: (1) a group of people youth committed to OYA for probation during the fiscal year; (2) a date to track from - the youth's probation commitment date; (3) an event that indicates recidivism - a felony adjudication (juvenile court) or felony conviction (adult court); and (4) a length of time to track - 12, 24, and 36 months. Data for this measure come from JJIS and records of adult sentences provided by the Department of Corrections. OYA matches JJIS youth to the DOC sentences to find youth who have received adult sentences. JJIS has automated reports to combine the juvenile and adult data, and to compute the recidivism rates. The OYA Research and Evaluation Unit provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, contact the OYA Director's Office at (503) 373-7212.

<b>KPM #14</b>	CUSTOMER SERVICE- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information.	2006
<b>Goal</b>	CUSTOMER SERVICE - Excellence in public service.	
<b>Oregon Context</b>	Agency Mission	
<b>Data Source</b>	Juvenile Justice Information System (JJIS) Assessment Report 262 Client and Family Customer Service Survey	
<b>Owner</b>	Philip Cox, Assistant Director, Program Office (503) 373-7531	



**1. OUR STRATEGY**

The OYA surveys youth and families (mother and father) of youth terminated from OYA supervision, as they are the agency's most directly affected customers. The strategy for this performance measure includes:

- Assessing the satisfaction of terminated youth and families 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.

## 2. ABOUT THE TARGETS

Fiscal year 2007 was the first year the OYA surveyed youth and families of youth terminated from supervision with respect to customer satisfaction. Targets for fiscal years 2010 and 2011 were established using fiscal years 2007 and 2008 as a baseline for the measure. Prior to 2007, the agency surveyed members of the Citizen Review Board, which reviews agency planning for offenders as its customer.

## 3. HOW WE ARE DOING

In fiscal year 2009, the agency experienced a reduction in customer satisfaction in all categories from the two previous years that used the same "customer group." The category, "Expertise" was the highest rated customer service criterion with 59% of respondents rating services as good or excellent. Interestingly, because it is related to "expertise" the question regarding Accuracy had the lowest rating at 48%. The overall results indicate the agency continues to provide 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. However the across-the-board reduction in satisfaction is of concern. In the 123 total returned surveys, there were many positive comments 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.

## 4. HOW WE COMPARE

Comparative data are not available.

## 5. FACTORS AFFECTING RESULTS

Slightly more than 8% 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. Second, to help customers feel more comfortable with providing feedback, surveys are anonymous; as a result, the agency cannot track survey respondents. This makes it impossible to target only non-responders with a reminder notice. Third, the demographics of our customer (delinquent youth and their families) may naturally affect their willingness to respond. Finally, the results we receive may indicate a selection bias and may represent multiple responses from the same family. These factors combined with the low survey return rate should be considered when interpreting these data.

## 6. 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.
- Continuing to balance information sharing with a need for confidentiality and the treatment focus of the youth.
- Continuing to review the customer survey responses and develop a plan for continuous quality improvement of services and operations.
- Fully implementing monitoring measures to ensure contracted providers are delivering services according to OYA standards.
- Reviewing other customer service survey methodologies to determine whether a more effective, yet cost-efficient, survey process is viable.
- Improving the readability of the existing surveys and adding questions related to the types of services a youth received as well as anonymous demographic information.

**7. ABOUT THE DATA**

This information is being reported for fiscal year 2009. OYA chose to survey the youth and family (mother and father) of those youth who were terminated from OYA supervision during fiscal year 2009. The data for this measure came to OYA via two self-administered mail surveys: Final Service Survey Client and Final Service Survey Family. The surveyed population consisted of youth who were terminated from OYA supervision and their parents who had a deliverable mailing address in JJIS. If a survey is returned as undeliverable, OYA mailed the survey to the forwarding address if available. The survey methodology is essentially a convenience sample, as OYA attempts to survey everyone in the target populations. Because the survey does not depend on probability sampling, and the methodology does not support the use of confidence intervals in describing the results. The OYA Research and Evaluation Unit extracts and reports the data. In FY 2009, the OYA received a total of 123 surveys (36 from youth and 87 from family members), resulting in a return rate of 8%.

**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.

**Contact:** Philip Cox, Assistant Director, Field Operations

**Contact Phone:** 503-373-7531

**Alternate:** Mary McBride, Clinical Director

**Alternate Phone:** 503-378-3992

**The following questions indicate how performance measures and data are used for management and accountability purposes.**

**1. INCLUSIVITY**

\* **Staff :** OYA places great value on input from staff, stakeholders, elected officials, and citizens regarding development and revision of the agency's Key Performance Measures (KPMs). This fiscal year, OYA has not made any significant revisions to the current KPM language nor has the Legislature adopted any new performance measures to track agency progress. However, there have been some changes regarding the way in which data is collected and monitored to ensure accuracy of reporting for these measures. The brief narrative below summarizes these recent changes and describes the active involvement of staff, stakeholders, elected officials, and citizens in this process.

*KPM 3 (YOUTH TO YOUTH INJURIES); KPM 4 (STAFF TO YOUTH INJURIES); and KPM 5 (SUICIDAL BEHAVIOR):*

An automated JJIS Youth Incident Report (YIR) was developed to track all youth incidents occurring while youth are on probation or parole with OYA. As part of the development process a workgroup was formed to determine the key elements critical to incident reporting. This workgroup comprised field, facility, and central office staff. The YIR has been piloted in several field offices and is currently in the early stages of system-wide implementation.

*KPM 7 (CORRECTIONAL TREATMENT); KPM 8 (EDUCATION SERVICES); KPM 9 (COMMUNITY REENTRY SERVICES); KPM 10 (SCHOOL AND WORK ENGAGEMENT):*

During the previous reporting period, field services organized a number of workgroups to determine methods of improving performance on selected KPMs. During this reporting period, several of these staff recommendations are being implemented. Examples include:

- a) Creation of the automated Task Monitoring Report - This report assists staff and supervisors in tracking detailed information related to a worker's specific caseload and includes due dates for risk/needs assessments, completed case plans, school/work verification and supervisor case plan audits. This automated process helps to ensure the agency meets its performance targets.
- b) Revision of the supervisor audit process - Staff recommended the current audit process be revised to increase objectivity and consistency of data resulting from these audits that subsequently are reported through the agency's KPMs. The agency will look at options to increase data integrity in the near future.

\* **Elected Officials:** Related to KPM 3 (YOUTH TO YOUTH INJURIES) and KPM 4 (STAFF TO YOUTH INJURIES) - OYA receives ongoing feedback from elected officials during regular budget presentations to the Public Safety Subcommittee of the Joint Ways and Means Committee.

\* **Stakeholders:** As stated previously, while OYA did not develop new measures this fiscal year, the agency continually solicits information from stakeholders regarding the development and revision of KPMs through regular meetings including:

- *The Oregon Juvenile Department Directors Association (OJDDA)* partners which includes OYA, Department of Human Services, OCCF, and county Juvenile Department Directors who meet on a monthly basis to discuss issues and outcomes affecting the juvenile justice system.

	<ul style="list-style-type: none"> <li>• <i>The OYA Advisory Committee</i> composed of county juvenile directors and juvenile courts, as well as representatives from Oregon Commission on Children and Families (OCCF), Criminal Justice Commission (CJC), Department of Human Services, Oregon Department of Education (ODE), Disability Rights of Oregon (formerly 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.</li> <li>• <i>The Partners for Children and Families Committee</i> which includes representatives from Department of Health and Human Services, OYA, OCCF, ODE, and local entities. Discussions focus on comprehensive case planning for youth with the intent of decreasing the likelihood youth will commit additional crimes in the community (KPMs 12 and 13).</li> <li>• <i>The Data and Evaluation subgroup of the Juvenile Justice Information Systems Steering Committee</i> comprised of representatives from the OJDDA and OYA.</li> <li>• <i>The Community Residential Provider Forums</i> which involve contracted community residential providers who discuss performance and other operational issues.</li> </ul> <p>* <b>Citizens:</b> Although OYA has not developed new performance measures, OYA continues to increase citizen involvement in the development and revision of agency performance outcomes. Examples of this include: Surveying youth and families regarding their satisfaction with OYA services (KPM 14 - Customer Satisfaction); Posting previous Annual Performance Progress Reports on the OYA Web site and encouraging citizens to provide input; Having a representative from Crime Victims United serve as a member on the OYA Advisory Committee, at which KPMs, particularly recidivism, are discussed.</p>
<p><b>2 MANAGING FOR RESULTS</b></p>	<p>The OYA Key Performance Measures serve as intermediate outcomes to support the agency's mission of youth safety (injuries, suicide, escapes, and runaways), accountability (restitution and risk/needs assessment) and reformation (intake, case plan, education, treatment and transition). The OYA performance measurement system goes beyond tracking KPMs and comprises 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. A summary of how KPMs are used to manage the agency are described below. OYA recognizes the importance of using data to manage and continues to focus its efforts in this area.</p> <ul style="list-style-type: none"> <li>• <u>JJIS Reports</u> - The OYA performance measurement system is supported by automated systems that generate regular reports used to track agency progress in the area of youth and staff safety, incident responses, and youth reformation. As new programs are implemented, new automated reports are created - currently, more than 400 reports are available to all OYA staff and stakeholders. Examples of information obtained from automated reports include risk/needs assessments to be completed, case plan goals to be updated and transition activities needing to be documented (KPMs 6, 7, and 9). Other reports extract information about which Individualized Education Plan (IEP) services youth received; whether youth were engaged in school or work within 30 days of commitment; and the degree to which youth meet restitution obligations (KPMs 8, 10 and 11). Assistant directors, facility program directors and field supervisors can choose to automatically receive this information monthly. Additionally, KPM data is reviewed and discussed during regularly scheduled meetings of the OYA Cabinet and shared throughout the year with field supervisors, facility superintendents, camp directors, the Statewide QI Committee, and QA Specialists.</li> <li>• <u>Review of Critical Incidents</u> - the OYA has an established system of incident review that includes local management, assistant directors, and, in certain cases, the OYA clinical director. All Youth Incident Reports (YIRs) are reviewed by local management and high-risk level incidents are sent directly to the OYA assistant directors for attention. This streamlined reporting system ensures that important information related to youth and staff safety (KPMs 15) is communicated immediately to the appropriate parties.</li> </ul>

- Agency Action Plan/Unit Improvement Plans (AAP/UIPs) -OYA has completed a pilot of the standardized agency improvement plan in several field offices and facility living units. This document allows field and facility managers to organize and track areas for enhancement specific to their work unit. Information related to KPMs can be included on the AAP, such as increasing the number of OYA risk/needs assessments completed within the designated time frame (KPM 6) and/or case plans completed within 60 days of placement (KPM 7). In FY 2010, OYA will establish local QI committees that will review these plans on a monthly basis.
- Field KPM Workgroups - This fiscal year, OYA field supervisors continued participating in several workgroups to determine methods of improving performance on each KPM. The workgroups generated a list of recommendations which are currently being implemented.
- Field Case Audits - During this reporting period, the agency implemented a standardized protocol in which information about youth receiving transition services within 60 days of release was captured.
- Youth and Family Surveys - Data from customer satisfaction surveys (KPM 14), is used to measure how well the agency is meeting the needs of the youth and families it serves. The OYA Cabinet uses customer survey information to help determine agency priorities and generate strategies for improvement.
- Performance-Based Standards (PbS) and Safety/Security Reviews - These quality assurance processes assist the agency in determining progress in the areas of safety, reintegration, and reformation for close custody facilities. The PbS data collection process takes place twice a year and safety/security reviews occur once every two years. Although these data are not used directly in the reporting for KPMs 1-4, they are used by facility treatment managers to identify operational strengths and weaknesses and to develop improvement plans.
- Correctional Program Checklist (CPC) - OYA uses the CPC instrument to measure the degree to which OYA close custody living units and contracted community residential programs use correctional treatment practices and interventions shown to reduce recidivism (i.e., 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 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 strategic plan goals.
- Multi-Disciplinary Team (MDT) Standards - OYA established standards of conducting Multi-Disciplinary Team (MDT) meetings to ensure youth receive the identified educational, vocational, and other transition services (KPMs 8 & 9). Several OYA field and facility staff participated in developing these standards, as well as in developing checklists to ensure standards are successfully met.
- Quality Improvement (QI) System Realignment - The agency is still in the process of refining the Quality Improvement (QI) System to increase emphasis on using data to prioritize improvement areas and make agency decisions. As part of this shift, the Statewide QI Committee will increase the frequency with which monitoring reports are reviewed as well as increase the types of reports used in the oversight process. The committee will continue to develop solutions to systemic issues and make recommendations to the OYA Cabinet based on data trends. Furthermore, this system realignment includes the creation of local QI committees and training staff on using data to determine priorities for improvement (i.e., high risk/high frequency). The QI realignment will be completed by the end of FY 2010.

**3 STAFF TRAINING**

OYA has made a substantial effort 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 correctional programming, and training on specific fidelity measures. More detailed examples of these trainings are presented below. 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 Correctional Intervention, which serves as the foundation on which treatment and programming is delivered. In addition, agency performance measures, such as recidivism data, are shared as part of this training (i.e. KPMs 12 & 13).

	<p>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, 5, 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). In order to increase the accuracy of the performance data and to better ensure youth are placed appropriately according to youth risk, needs, and responsivity issues, OYA revised the Risk/Needs Assessment (RNA) training for new field staff. The revised training includes information about KPM 6 and the role that staff play in agency performance. The training was piloted in June 2008 and was fully implemented in the fall 2008. During FY 2009, senior field staff received a refresher training on the OYA RNA and evidence-informed case management. This training was a part of the agency's continuous effort to ensure staff understand the purpose of the RNA, how to effectively use the instrument, and how to develop comprehensive case plans to best meet the needs of OYA youth.</p>
<p><b>4 COMMUNICATING RESULTS</b></p>	<p>* <b>Staff :</b> OYA has ongoing discussions regarding KPM data, language, and data collection methods during monthly facility superintendents, field supervisors, and Statewide Quality Improvement (QI) Committee meetings. Information discussed in these forums, as well as in other committees (Evidence-based Initiatives Committee, QA Specialists, etc.) have contributed to the refinement and improvement of the agency's performance management system. Some of the revisions resulting from staff input are reflected in KPMs 3, 4, 5, 7, 9, and 10. Information sharing occurs on a regular basis with staff, elected officials, stakeholders, and citizens through a variety of avenues including site visits, electronic publications, newsletters, Microsoft Outlook informational folders (agency-wide access), e-mails, regularly scheduled meetings, and formal presentations. Goals in OYA's strategic plan support the agency's commitment to enhance communication both internally and externally (i.e. with staff, legislators, and with agency partners/stakeholders). Ways in which performance results are communicated include:</p> <ul style="list-style-type: none"> <li>● <i>Regularly scheduled meetings</i> - Regular meetings include the OYA Cabinet, Statewide QI Steering Committee, the statewide OYA managers meeting, and meetings of the field supervisors, facility superintendents/camp directors, and quality assurance specialists.</li> <li>● <i>Site visits</i> - During FY 09 OYA executive staff visited all OYA field offices and close custody facilities to meet with staff. As part of this process, unit strengths and areas of improvement were discussed, including key performance areas discussed previously in this report.</li> <li>● <i>Electronic publications</i> - In the beginning of this reporting period OYA used the OYA Bulletin to share KPM information with staff and stakeholders. Each month a KPM was described and progress on this selected measure was highlighted. Some facility treatment managers and field supervisors used this publication as a mechanism to engage staff on their roles and responsibilities in contributing to successful outcomes. The agency will continue this practice in its quarterly newsletter.</li> <li>● <i>OYA Web site</i> - All agency reports are posted on the official OYA Web site. Reports include previous Annual Performance Progress Reports, the OYA Biennial Report: 2005-2007, and the 2004, 2006, and 2008 Senate Bill 267 Progress Reports, all of which detail agency progress in several performance areas.</li> <li>● <i>Automated JJIS reports</i> - As described previously, staff have access to more than 400 reports that provide valuable performance information that assist in managing individual caseloads.</li> </ul>
	<p><b>Elected Officials:</b></p> <ul style="list-style-type: none"> <li>● <i>Oregon Legislature</i> - In compliance with state statute, the agency presents its budget to the state Legislature each biennium. This formal document as well as the budget presentation include the agency's KPMs. During the budget hearings, legislators are afforded the opportunity to provide feedback on agency performance data and measures.</li> <li>● <i>Local Public Safety Coordinating Councils (LPSCC)</i>- Every county in Oregon has a public safety council comprising representatives of the local public safety community including county commissioners, judges, district attorneys, citizens, county public safety agency heads, city police, citizens and others. OYA field supervisors meet with LPSCCs regularly and share agency performance information.</li> </ul>

**Stakeholders:**

- *Electronic publications* - This past fiscal year OYA published a quarterly bulletin, Directions, as one method of sharing information with staff and stakeholders on agency operational activities, evidence-based practice research, and performance measurement data. The agency is currently looking at the most effective method of sharing performance data with stakeholders.
- *Regularly scheduled meetings* with stakeholders in which information regarding agency performance is shared include:
  - OYA Advisory Committee meetings, which meets on a quarterly basis and serves in an advisory capacity to the director regarding OYA.
  - Oregon Juvenile Department Directors Association (OJDDA) monthly partner meeting
  - Community Residential Provider Forum
- *OYA Web site* - All agency reports are posted on the official OYA Web site. Reports include previous annual performance progress reports, the OYA Biennial Report: 2005-2007, and the 2004, 2006, and 2008 Senate Bill 267 Progress Reports, budget presentation documents, and newsletters --all of which detail agency progress in several performance areas.

**Citizens:**

- *Committee Representation* - Crime Victims United, CASA, representatives of the Juvenile Rights Project, retired law enforcement officers, and other citizens serve on a variety of committees in which feedback on agency performance is solicited.
- *Internet Accessibility* - The agency's website, accessible by the public and agency partners, provides information frequently requested by users. A contact us button also appears on the Web site which provides citizens with the ability to directly contact key OYA staff members. The OYA's Web site ([www.oregon.gov/OYA/](http://www.oregon.gov/OYA/)) allows easy access to agency performance information for all individuals.
- *Information Requests* - Citizens may request agency performance information through individual requests on the OYA Web site.