

YOUTH AUTHORITY, OREGON

Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

Original Submission Date: 2015

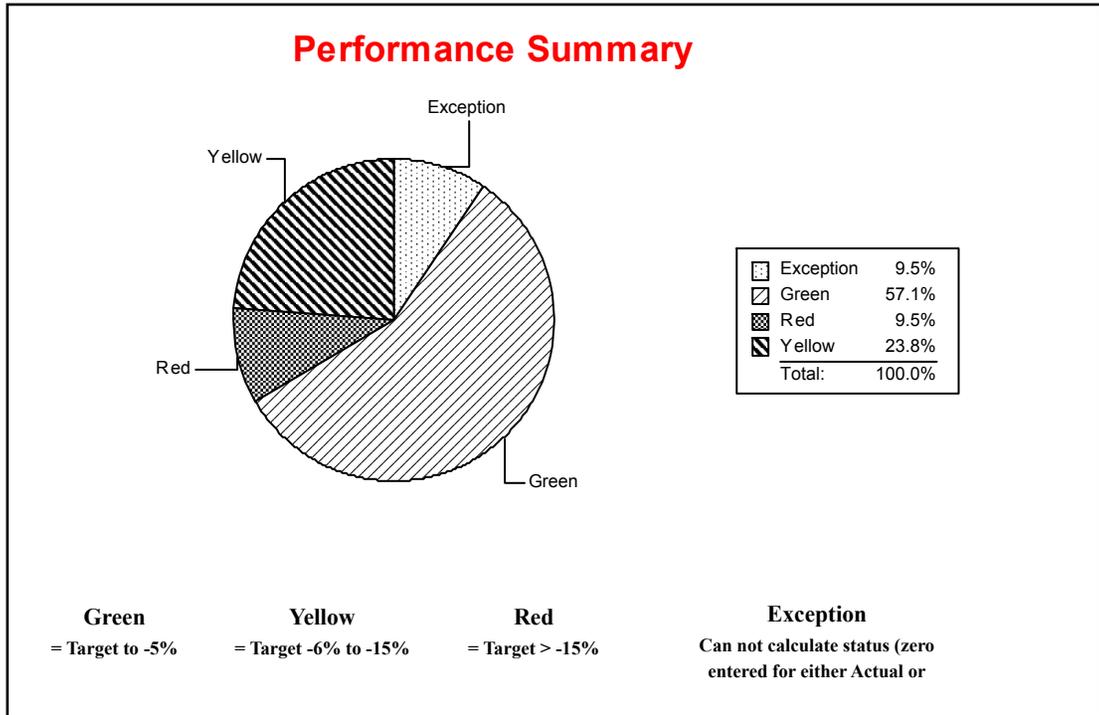
Finalize Date: 9/30/2015

2014-2015 KPM #	2014-2015 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.
11	RESTITUTION PAID - Percent of restitution paid on restitution orders closed during the fiscal year.

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
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.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

YOUTH AUTHORITY, OREGON		I. EXECUTIVE SUMMARY	
Agency Mission: OYA's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.			
Contact: Fariborz Pakseresht, Director		Contact Phone: 503-373-7212	
Alternate: Joe O'Leary, Deputy Director		Alternate Phone: 503-373-7212	



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 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 the agency's ability to consistently provide evidence-based correctional treatment to youth based on assessments of criminogenic risk and needs. Additionally, the agency's 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 and 13). 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 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 in safe environments. OYA helps improve public safety by promoting positive change in youth behavior through supervision, graduated sanctions, correctional treatment, and skills training (social, educational, and vocational) to reduce the likelihood that youth will commit more crime. As mandated by state law, OYA exercises legal and physical custody of youth committed to OYA by juvenile courts; exercises physical custody of young offenders who have been committed to the custody of the Oregon Department of Corrections by adult courts; provides community-based services and supervision to youth; and provides facility-based services and supervision to youth and youth convicted of adult crimes. The goal of facility-based correctional treatment, education, and vocational training is to provide youth with the skills needed to successfully transition back into their communities. Complementary facility programs and community-based parole and probation services are provided to youth committed to the state's custody for supervision with services available 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 efficiently and effectively benefit all Oregon citizens.

3. PERFORMANCE SUMMARY

When analyzing trends over time, OYA clearly is making significant progress toward achieving Key Performance Measure targets. In FY 2015, OYA reached or outperformed targets on 57.1 percent of its performance measures (coded as green). The automated APPR system cannot calculate green-red-yellow for measures that have a status of zero. OYA has two measures that had no incidents: KPM 3b - youth-to-youth injuries and KPM 4b - staff-to-youth injuries. These are reflected in the pie chart as exceptions when they should be green. Therefore the agency's green performance is actually 66.6%. OYA fell just short of meeting its targets on 23.8 percent of KPMs (yellow); and fell below its targets on 9.5 percent of its KPMs (red).

4. CHALLENGES

The key performance challenges faced by OYA include:

* Sustaining new approaches: OYA has continued to implement additional evidence-based curricula to effectively address the range of criminogenic risk factors (factors that are highly correlated with criminality) exhibited by youth. Sustaining new practices always presents several challenges including maintaining well trained

staff as well as providing technical assistance and support. 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 agency faces the challenge of balancing the time needed for training with fully staffing each of the facilities and field offices at the appropriate operational level.

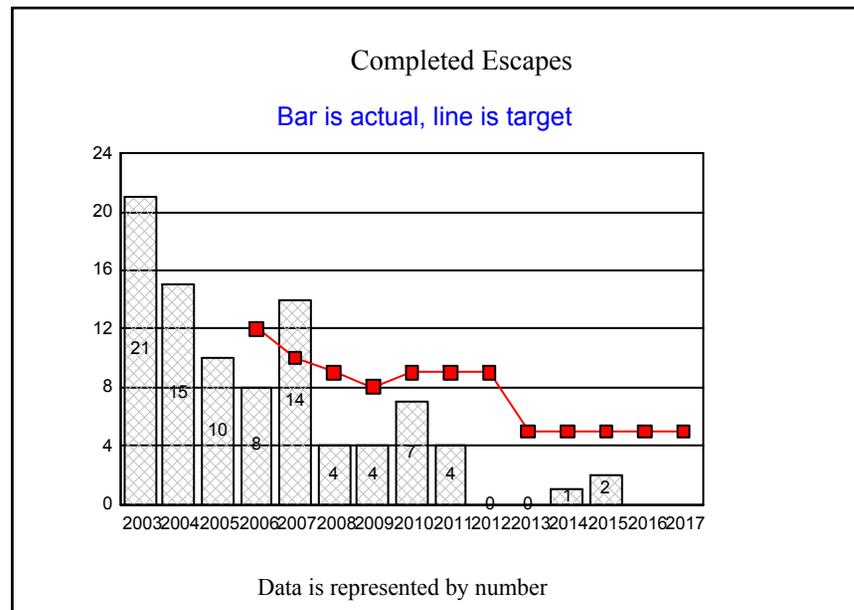
* Transition to community: Research shows that at points of transition youth often are at high risk to re-offend. With this understanding, OYA continues to focus a great deal of effort to ensure that timely and complete documentation, involvement of appropriate personnel, and coordination of services are 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: 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 still are learning how to use the software and developers are making continual improvements to the software.

5. RESOURCES AND EFFICIENCY

The legislatively approved budget for the 2015-17 biennium is \$391,413,441 Total Fund and \$291,989,720 General Fund.

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



1. OUR STRATEGY

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

- * Using Youth Reformation System (YRS) tools and assessments to match youth need profile characteristics with appropriate treatment services and facility placements.
- * 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.

2. ABOUT THE TARGETS

OYA operated two levels of security and programming in its 657-bed close-custody facility system during FY 2015. The highest levels of security are maintained in seven youth correctional facilities where the expectation is zero escapes. In the three re-entry facilities and for those in the Young Women's Transition Program located within Oak Creek Youth Correctional Facility, the cumulative target is set at four. The differences in these targets reflect the reduced supervision level of youth in transitional re-entry facilities. These youth have opportunities for supervised community work, participation in academic and treatment support groups, engagement in social activities in the community, and trial visits to community programs. 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

FY 2015 data show two escapes, compared with one escape the prior year. The overall decline in the number and rate of completed escapes during the past eight years reflects the agency's continued emphasis on using the risk/need assessment and, more recently, Youth Reformation System tools to determine appropriate placement and appropriate custody supervision levels. OYA has re-aligned some job duties this year, making responsibility for the biennial safety/security audit and follow-up the responsibility of the OYA population and security manager. This change helps ensure consistency in the appropriate placement of youth based on their risk and need profiles. The agency also continues to participate in the national Performance-based Standards (PbS) project, where security-related outcome data are regularly collected and evaluated, and action plans are put into place to address deficiencies.

4. HOW WE COMPARE

National data on youth escapes from facility custody are not available. However, OYA's participation in the national Performance-based Standards (PbS) project allows for comparison of agency data with that of other participating agencies. OYA facilities consistently show low rates of escape. This demonstrates

security performance that is better than the PbS average, based on 157 participating facilities in 32 states, as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2015.

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. OYA also acknowledges the importance of community activities in its transitional programs and 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. They have completed fundamental treatment around criminogenic risk areas, and it is crucial that these youth are afforded opportunities to develop and practice skills under supervision in the community. These factors make complete elimination of escapes from transitional programs unlikely.

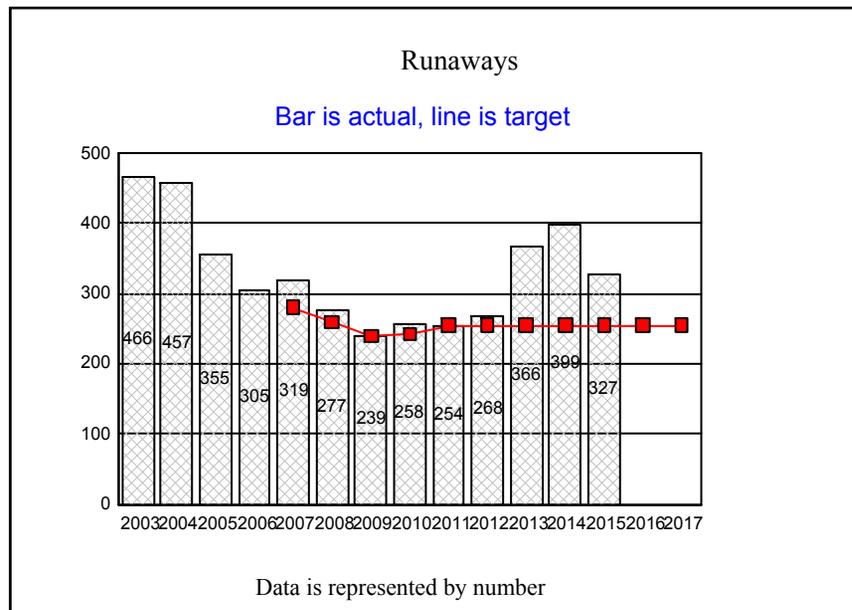
6. WHAT NEEDS TO BE DONE

- * Continue to complete Critical Incident Reviews after each escape or attempted escape including findings, recommendations, and timely follow-up on corrective actions.
- * Continue to implement a culture of Positive Human Development in close-custody facilities. Positive Human Development principles, including safety and security, supportive relationships, high expectations and accountability, meaningful participation, and connection to the community will result in positive outcomes in this area.
- * Continue to support agency use of culturally responsive, gender-specific, and evidence-based programming and interventions addressing emotion regulation skills, proactive problem-solving, and self-advocacy.
- * Continue to use Youth Reformation System tools and assessments to match youth risk and need profile characteristics with appropriate treatment services and facility placements, and to evaluate transition readiness.
- * Continue to emphasize safety, security, and skill development in staff training.
- * Regularly monitor status of escapes by contacting family, friends, and other persons who may know the location of an escaped youth.

7. ABOUT THE DATA

This information is being reported for FY 2015. Facility staff record incidents of escape in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of escape incidents, the reports provide rates of escape 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 capacity ebbs and flows based on budget and need, 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 FY 2015, OYA served 1,031 youth in close-custody facilities, creating 229,037 days of opportunity for youth to escape. There were two escapes reported, resulting in a rate of .009 escapes per 1,000 person-days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

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



1. OUR STRATEGY

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

- * Matching youth risk and needs 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 families in the collaborative process of developing comprehensive case plans to ensure youth "buy in" on placements.
- * 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 multi-disciplinary team (MDT) participants to clearly communicate program benefits to youth.
- * Increasing contact with families and persons with potential knowledge of runaways' locations.

2. ABOUT THE TARGETS

This KPM represents actual numbers of youth who abscond for periods of more than four hours from supervision in community settings including residential treatment, foster care, and home visits. The targets reflect a slight increase beginning in this fiscal year to adjust for demand forecast increases in community bed capacity and youth population over the next biennium.

3. HOW WE ARE DOING

Data show there were 399 runaway episodes during FY 2014, far exceeding the target of 255 or fewer. The agency's Community Resources Unit has revised its action plan in working with providers to reduce the number of runaways. The revised plan now includes interviews with each youth who ran away (the vast majority are located or return within a few days of the initial run) and categorization of reasons for running.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA has employed a number of strategies aimed at reducing runaways in the past nine years. This includes implementing evidence-based programming as discussed below. OYA uses a standardized risk/needs assessment to effectively match youth needs with placement options.

Additionally, multi-disciplinary team (MDT) meetings are held every 90 days to discuss youth needs and to review each 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, which includes the 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 for running away. Every effort is made to positively engage youth in school as quickly as possible when they are placed in a community setting 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. Youth in community residential treatment and foster care placements are there voluntarily.

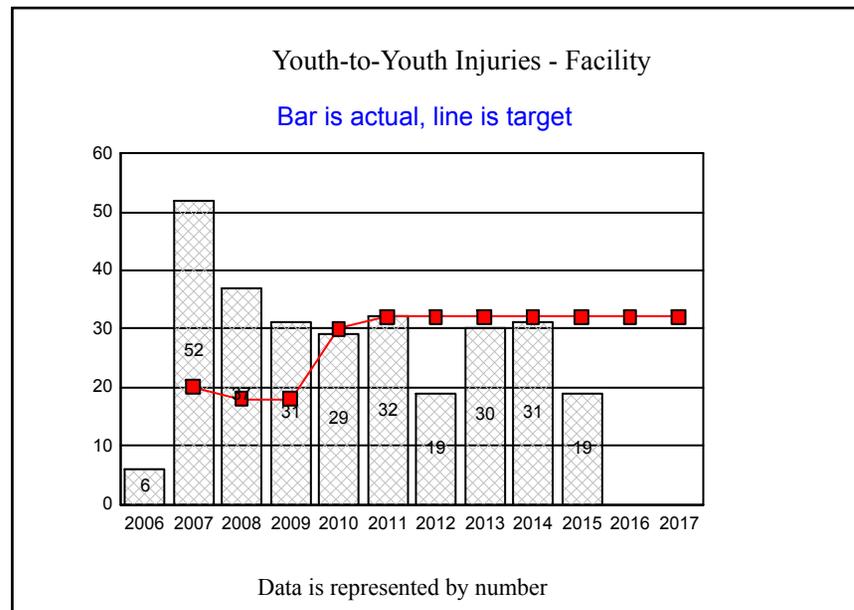
6. WHAT NEEDS TO BE DONE

- * Continue matching youth to placement and interventions in community settings based on their risk to re-offend and their needs.
- * Continue to review and debrief with programs specific runaway or attempted runaway incidents, including discussion of findings and recommendations documented for potential programmatic modification.
- * Implement plans to interview each youth who runs away to determine patterns of motivating factors.
- * Use new data about youth needs (typologies) to identify similarities of profiles of youth who tend to run away. Share that information with providers so that additional prosocial attention and strategies are employed with these youth.
- *Place greater emphasis on follow-up of youth on runaway status by ensuring agency staff make documented monthly contact with persons who might have knowledge of youths' whereabouts.

7. ABOUT THE DATA

This information is being reported for FY 2015. Field staff record incidents of runaway in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of runaway incidents, the reports provide runaway rates to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) 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. During 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 FY 2015, OYA served 1,066 youth in residential and foster care placements, creating 178,292 days of opportunity for youth to run away. In total, there were 327 runaways reported, resulting in a rate of 1.83 runs per 1,000 person-days, down from 2.08 last year. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #3a	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Clint McClellan, Assistant Director, Facilities Services 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 engagement and supervision practices that create physically, psychologically, and emotionally safe environments.
- * Staff engagement and supervision practices that promote forming caring and supportive relationships .
- * Maintaining high expectations and accountability through skill-development.
- * Supporting meaningful participation. Encouraging connection to communities.
- * Implementation of Youth Reformation System tools to improve data-informed decision-making in placement decisions.
- * Culturally responsive, gender-specific cognitive behavioral interventions that focus on teaching youth emotion regulation, problem-solving, and prosocial interaction skills.
- * Effective use of OYA's comprehensive behavior management system, emphasizing proactive problem-solving and skill development.
- * Staff behavior that role-models appropriate problem-solving and positive social interactions.
- * Screening that ensures volunteers, contractors, and mentors perform in a manner that aligns with OYA's mission.

2. ABOUT THE TARGETS

Changes to the agency's definition of youth-to-youth injury in 2005 made this measure more meaningful and relevant for 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, established in FY 2006, would grossly underestimate the actual number of injuries that count toward the KPM. The targets were readjusted to 30 for FY 2010 and 32 for subsequent fiscal years, which reflect more realistic targets for this type of youth injury.

3. HOW WE ARE DOING

The agency exceeded its goal in FY 2015 for 32 or fewer incidents of youth-to-youth injuries in facilities. The actual number of injuries was 19. OYA's tenth year of data collection on this measure reflected a relatively low number of injuries in light of the average daily population of 628 youth. Although the agency

strives for no youth-to-youth injuries in facilities, many OYA youth have been identified as needing skill development around emotion regulation and emotion management. OYA addresses these needs through culturally responsive, gender-specific, evidence-based programming and Positive Human Development principles, thereby aiming to reduce these types of injuries.

4. HOW WE COMPARE

Comparative data are not available. Unlike this OYA KPM, 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 consistently have 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 2015.

5. FACTORS AFFECTING RESULTS

OYA continues to maintain fidelity to its culturally responsive, gender-specific, evidence-based treatment approaches in all close-custody facilities that emphasize skill development, prosocial thinking patterns, and positive interactions. Staff continue to receive training in the delivery of these correctional treatment curricula, as well as in proactive problem-solving, verbal de-escalation, behavior management techniques, and Positive Human Development principles.

OYA continues to refine its policy on time out, isolation, special program placements, and behavioral management guidelines, emphasizing proactive problem-solving and skill development. In 2013, OYA hired, trained and deployed 11 Skill Development Coordinators (SDCs) in four youth correctional facilities. SDCs focus on using Collaborative Problem Solving and a Positive Human Development approach to proactive skill-development and emotional regulation with youth identified as having behavioral volatility. In 2015 the agency added seven more skill development coordinators who are assigned to work specifically with youth whose behavior has required the use of isolation due to presenting an immediate risk to the safety of others. These skill development coordinators work with the individual youth on de-escalation, problem-solving, and restorative justice, and work with the youth's living unit (including youth and staff) on developing a plan to support the youth's successful reintegrating back to the living unit community.

OYA has also continued to expand its training of all staff on Collaborative Problem Solving, Positive Human Development and staff engagement. The on-going development of the Youth Reformation System has provided risk assessment tools for violent and nuisance behavior in the first six months of close custody placement, as well as need profile characteristics that assist in informed decision-making about youth placement and service needs. These steps all are intended to create environments best suited for positive change and healthy development in youth and to maintain physically, psychologically, and emotionally safe environments for youth and staff.

6. WHAT NEEDS TO BE DONE

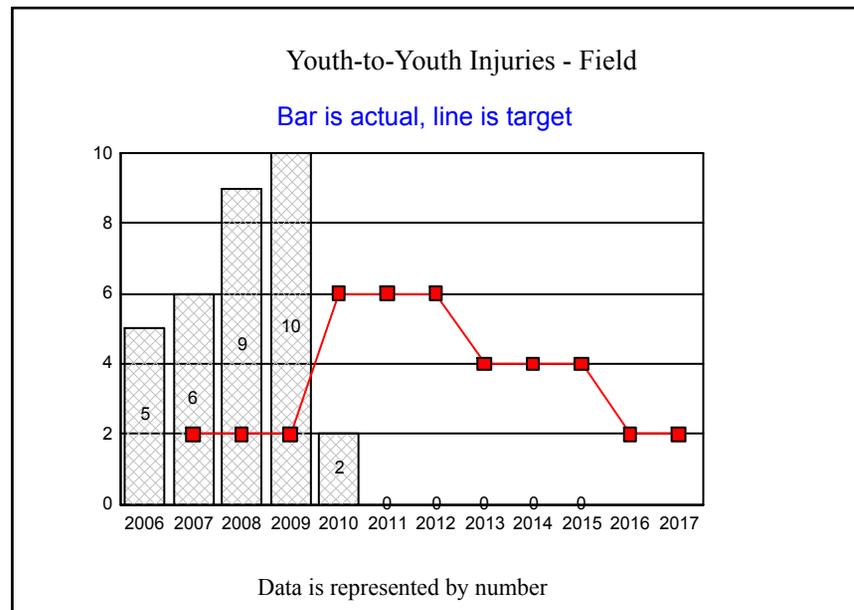
- * Continue to emphasize safety and positive skill development in OYA facility programs.
- * Continue to use Youth Reformation System tools and assessments to match youth risk and need profile characteristics with appropriate treatment services and facility placements.
- * Continue to emphasize the development of a Positive Human Development culture that promotes physical, psychological, and emotional safety, and healthy adolescent development.
- * Provide on-going staff training around Positive Human Development supervision and engagement practices to promote physically, psychologically, and emotionally safe environments.
- * Emphasize the use of the automated Youth Incident Report system to collect and aggregate incident/injury data 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 any necessary corrections or improvements.
- * Continue to support agency use of culturally responsive, gender-specific, evidence-based cognitive behavioral treatment programs, including Aggression Replacement Training (ART), in all youth correctional facilities.
- * Implement comprehensive gang management strategy across all facilities, including the use of evidence-based gang prevention curriculum.
- * Continue to refine and use the agency's institutional behavioral management matrix to emphasize proactive problem-solving and intervene in ways that promote safety and skill development.

7. ABOUT THE DATA

This information is being reported for FY 2015. 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 Youth Incident Reports in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of injury, the 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. During FY 2015, OYA served 1,031 youth in close-custody facilities, creating 229,037 days of opportunity for youth-to-youth injuries. In total, 19 injuries were reported, resulting in a rate of .083 injuries per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #3b	YOUTH TO YOUTH INJURIES - Number of injuries to youth by other youth per fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect staff and youth from intentional and accidental injuries.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 369	
Owner	Philip Cox, Assistant Director, Community Services 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 prosocial 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 twice yearly about safety.

2. ABOUT THE TARGETS

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 FY 2006, might underestimate actual number of injuries. After reviewing data for FYs 2006-2008, the agency re-evaluated KPM targets and established aggressive, yet realistic, targets for youth-to-youth injury. All youth injuries will continue to be documented, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

OYA had no incidents of youth-to-youth injuries in community settings during FY 2015. OYA has far exceeded its goal of four or fewer incidents.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA continues to work 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 to youth. Prosocial skills training improves youth coping skills and contributes to the limited number of youth-to-youth injuries. Additionally, within foster care, ongoing training and increased supervision standards have assisted in avoiding youth-to-youth. OYA contracts require community residential programs to report all youth injuries. The OYA Community Resources Unit (CRU) regularly

monitors programs for any incidents.

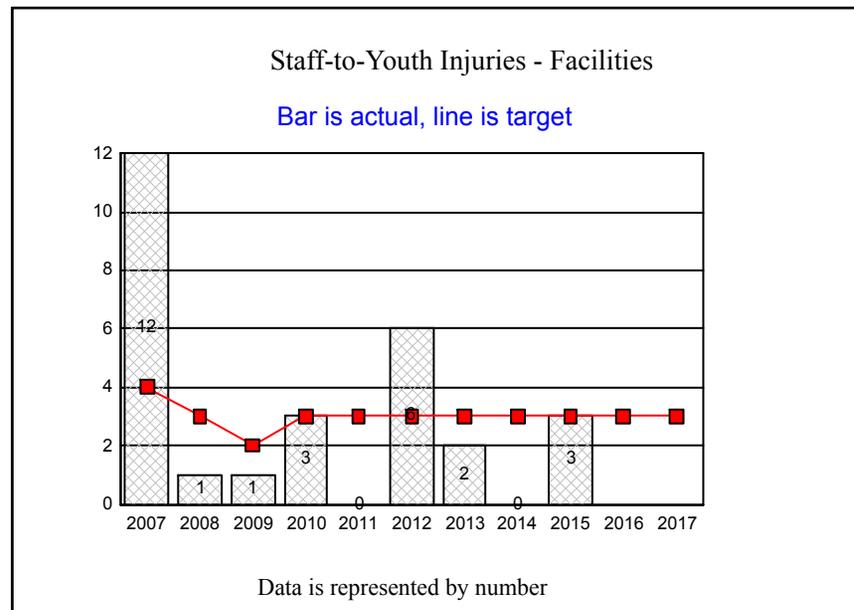
6. WHAT NEEDS TO BE DONE

- * 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 prosocial skills training.
- * 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 FY 2015. Injuries counted by 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 Reports in JJIS, and the OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) 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. During 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 FY 2015, OYA served 1,066 youth in residential and foster care placements, creating 178,292 days of opportunity for youth-to-youth injuries. There were no injuries reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

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



1. OUR STRATEGY

Establish a Positive Human Development environment that values positive communication, non-violence, and respect for self and others through:

- * Staff engagement and supervision practices that create physically, psychological and emotionally safe environments.
- * Staff engagement and supervision practices that promote forming caring and supportive relationships .
- * Maintaining high expectations and accountability through skill development.
- * Supporting meaningful participation.
- * Encouraging connection to communities.
- * Implementation of YRS tools to improve data-informed decision making in placement decisions.
- * Culturally responsive, gender-specific, cognitive behavioral interventions that focus on teaching youth anger control, problem-solving, and prosocial interaction skills.
- * Effective use of OYA's comprehensive behavior management system, emphasizing proactive problem-solving and skill development.

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 target, established in FY 2006, would underestimate the actual number of injuries. After reviewing data for FYs 2008-2009, the agency re-evaluated KPM targets and established aggressive, yet realistic, targets for FYs 2010-2015 to reduce this type of youth injury.

3. HOW WE ARE DOING

FY 2015 marked the ninth year in which the agency used a stricter definition of injury. With three staff-to-youth injuries in facilities, the agency met the target of three. OYA is committed to operating safe close-custody facilities and minimizing physical intervention with youth. Accordingly, OYA will continue to emphasize the refinement of staff proactive problem solving and verbal de-escalation skills and, when necessary, use safe physical intervention techniques on

which staff are formally trained.

4. HOW WE COMPARE

Comparative data for this KPM 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 consistently have shown very low rates of injury to youth.

5. FACTORS AFFECTING RESULTS

OYA continues to maintain fidelity to its culturally responsive, gender-specific, evidence-based treatment approaches in all close-custody facilities that emphasize communication skill development, prosocial thinking patterns, and positive interactions between youth and staff. Staff continue to receive training in the delivery of these curricula as well as in proactive problem solving, verbal de-escalation, behavior management techniques, and Positive Human Development principles.

OYA continues to refine its policy on time out, isolation, special program placements, and behavioral management guidelines, emphasizing proactive problem solving and skill development. Additionally, the agency added seven skill development coordinators (bringing the total to 18) who are assigned to work specifically with youth whose behavior has required the use of isolation due to presenting an immediate risk to the safety of others. These skill development coordinators work with the individual youth on de-escalation, problem-solving, and restorative justice, and work with the youth's living unit (including youth and staff) on developing a plan to support the youth's successful reintegrating back to the living unit community. OYA has also continued to expand its training of all staff on Collaborative Problem Solving, Positive Human Development and staff engagement. The on-going development of the Youth Reformation System has provided risk assessment tools for violent and nuisance behavior in the first six months of close-custody placement, as well as risk/need profile characteristics that assist in informed decision making about youth placement and service needs.

These steps are intended to create environments best suited for positive change and healthy development in youth and to maintain physically, psychologically, and emotionally safe environments for youth and staff. 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. Administrative reviews of all incidents of physical intervention also help minimize the number of staff-to-youth injuries.

6. WHAT NEEDS TO BE DONE

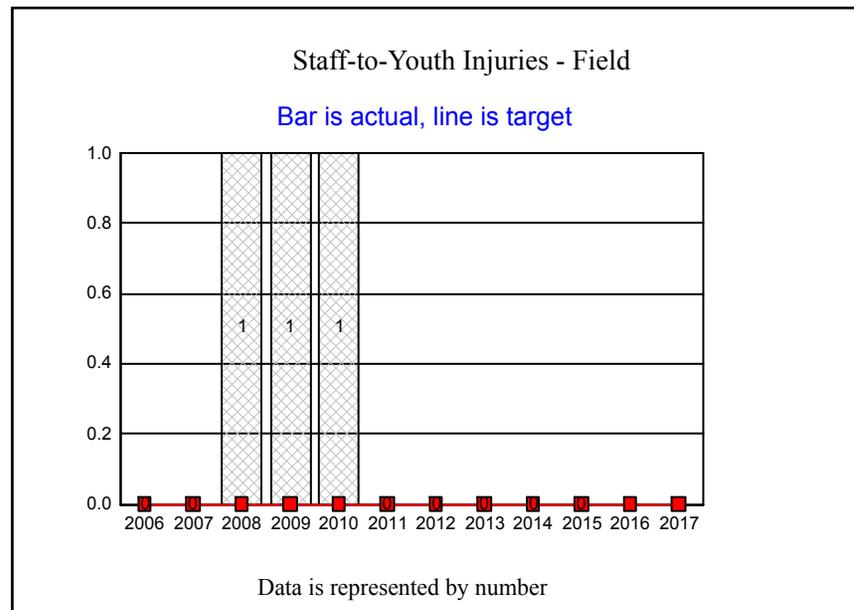
- * Continue to emphasize safety and positive skill development in OYA facility programs.
- * Continue to use Youth Reformation System tools and assessments to match youth risk/need profile characteristics with appropriate treatment services and facility placements.
- * Continue to emphasize the development of a Positive Human Development culture that promotes physical, psychological, and emotional safety, and healthy adolescent development.
- * Provide on-going staff training around Positive Human Development supervision and engagement practices to promote physically, psychologically, and emotionally safe environments.
- * Emphasize the use of the automated Youth Incident Report system to collect and aggregate incident/injury data 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 any needed corrections or improvements.
- * 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).
- * Continue to refine and use the agency's institutional behavioral management matrix to emphasize proactive problem solving and intervene in ways that promote safety and skill development.

7. ABOUT THE DATA

This information is being reported for FY 2015. 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 office extracts and reports the data quarterly. In addition to discrete counts of incidents of injury, the reports provide rates of injury to enable meaningful comparisons over time. Rates are calculated using the PbS 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. During 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 FY 2015, OYA served 1,031 youth in close-custody facilities, creating 229,037 days of opportunity for staff-to-youth injuries. There were three injuries reported, resulting in a rate of .013 injuries per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

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



1. OUR STRATEGY

* Provide training (including verbal de-escalation techniques) to OYA Juvenile Parole/ Probation Officers (JPPOs), foster care certifiers, and foster care parents on personal and youth safety.

- * Formally survey youth twice yearly regarding personal safety.
- * Regularly monitor, review, investigate, and document all staff-to-youth injury incidents.
- * Provide technical assistance to contracted residential providers to prevent 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 residential treatment provider staff. OYA supports a goal of zero injuries to youth by staff. All youth injuries will continue to be documented and addressed, with the agency's highest priority placed on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

OYA experienced no injuries to youth by OYA staff or by staff of residential treatment providers during FY 2015.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

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 that community residential programs report all incidents of youth injuries. On a monthly basis, the OYA Community Resources Unit (CRU) monitors all incidents using a comprehensive database. This monitoring and oversight has contributed to the absence 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. OYA has put considerable effort into developing relationships with local law enforcement agencies, juvenile departments, and

mental health providers to make certain appropriate levels of intervention match youth need.

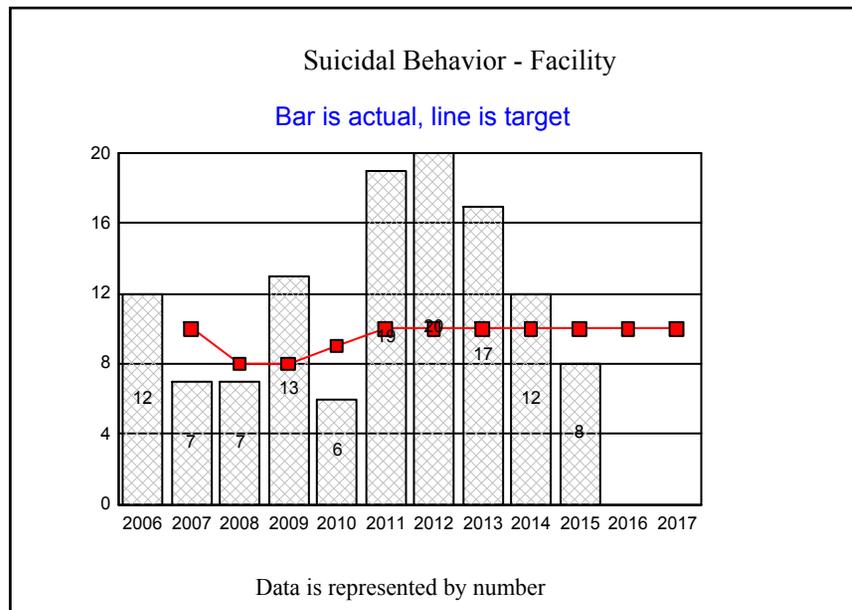
6. WHAT NEEDS TO BE DONE

- * 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.
- * Review any incidents that result in injury to youth to determine any needed corrections or improvements.
- * 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 FY 2015. 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 in JJIS, and the OYA Research and Evaluation office extracts and reports the data on a quarterly basis. In addition to discrete counts of incidents of injury, rates of injury are calculated monthly to allow for meaningful comparisons over time. Rates are calculated using the Performance-based Standards (PbS) 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. During 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 FY 2015, OYA served 1,066 youth in residential and foster care placements, creating 178,292 days of opportunity for staff-to-youth injuries. There were no injuries reported. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #5a	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. a) Facilities	2006
Goal	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Dr. Whitney Vail, Assistant Director, Treatment Services, 503-580-9130	



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:

* Initial Mental Status Assessment within one hour of intake into a facility and ongoing monitoring to determine appropriate suicide risk level designation and commensurate interventions, including:

- Mental health practitioner assessment and designation of Non-suicidal Self-Injurious Behavior (NSIB) risk versus suicide risk;
- Uniform procedures for monitoring offenders who have been identified as at-risk for suicidal behavior or NSIBs;
- Procedures for early intervention and treatment for potentially suicidal offenders and offenders with NSIBs;
- Procedures for referring an offender in OYA who is demonstrating NSIBs or a potentially suicidal offender to mental health practitioners for care within the OYA;
- Procedures for referring a suicidal offender to external agencies for crisis intervention;
- Procedures for communication between mental health practitioners, living unit staff, and facility administrators regarding the status of offenders who are at risk for suicidal behavior and NSIB;
- Procedures to notify external authorities and family members of attempted and completed suicides;
- An agency review process for suicide attempts or completions; and
- Procedures to reduce the likelihood of NSIB and suicide contagion in close-custody facilities.

* Training of all staff who work with offenders to recognize verbal and behavioral cues related to NSIBs and suicidal behavior .

2. ABOUT THE TARGETS

This measure focuses on suicidal behavior judged by expert clinicians to be serious in nature and warrant tracking at the highest level. The target of 10 was established in 2011 to reflect a relatively low expectation of this type of suicidal behavior in an environment that research shows to be high risk. 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 standardized assessment processes and best practice treatment interventions for non-suicidal self-injurious behavior and suicidal ideation. The agency will continue to place the highest priority on maintaining safe environments for all youth and staff.

3. HOW WE ARE DOING

In comparison to data from the four previous years, we have had a decrease in suicidal behavior. This decrease is likely a result of:

- * Updated suicide prevention policy and procedures in facilities, consistent with current research and best practices for suicide prevention and NSIB intervention; and associated training for qualified mental health professionals and facility direct care staff;
- * Increased collaboration with the Secure Adolescent Inpatient Program (SAIP) and the Oregon State Hospital (OSH) resulting in more effective referral and screening processes for both crisis and longer-term admissions;
- * Standardization of protocols for mental health assessment, suicide risk level evaluations, and suicide/NSIB prevention interventions; and
- * Training of staff in Collaborative Problem Solving as a form of proactive engagement with youth.

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.

5. FACTORS AFFECTING RESULTS

Youth placed in close-custody facilities are, by the nature of their incarcerated status, at a higher risk for suicidal behavior. Risk is further elevated when youth who have a history of substance abuse, mental illness, and suicidal behavior are placed in a restrictive environment and separated from their community support systems. OYA has consulted national experts on youth suicide and established a suicide-prevention policy grounded in best practices and the current body of research on this subject. Staff are trained biennially on the agency's suicidal behavior policy. Screening and assessment protocols are reviewed by OYA clinical

leadership on a regular basis to update and improve the identification and treatment of high-risk youth. OYA uses the Massachusetts Youth Screening Inventory-2 (MAYSI-2), and Inventory of Suicide Orientation-30 (ISO-30) as additional sources of information in making determinations about youth suicide risk at intake to close custody. Ongoing risk assessment includes review and consideration of mental status and psychosocial factors known to be statistically correlated with suicide risk.

6. WHAT NEEDS TO BE DONE

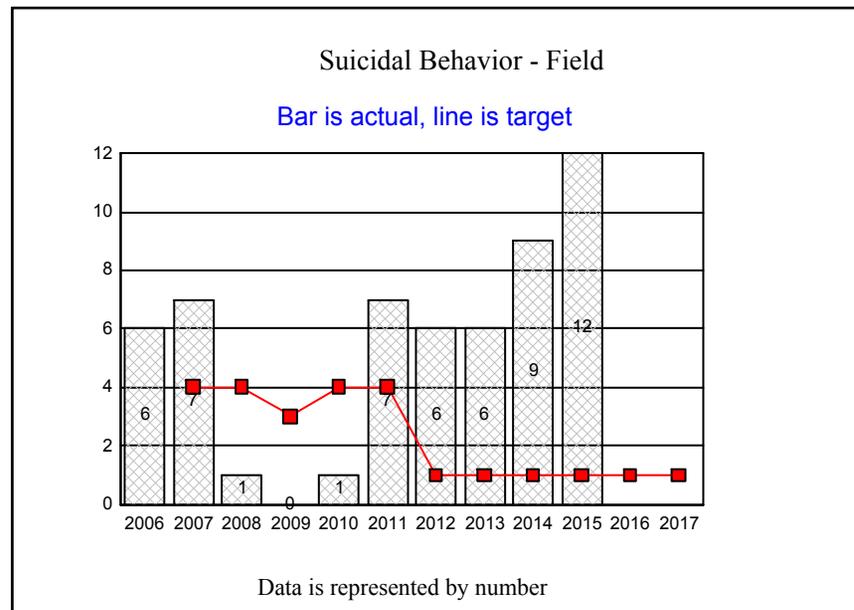
- * Continue to emphasize youth safety in facility programs through the use of policies and practices consistent with current research and best practices, emphasizing youth strengths and supports.
- * OYA's updated suicide prevention policy includes comprehensive screening and assessment protocols, and clarified procedures for staff response to suicidal behavior and non-suicidal self-injurious behaviors. This provides clear direction for implementation of best practices to keep youth safe at all levels of risk.
- * Continue to place youth assessed at elevated suicide risk on suicide precaution levels that call for specific levels of intervention and monitoring until risks are demonstrably reduced, and reassess suicide risk level every 24 hours per established protocol.
- * Increase emphasis on matching youth with appropriate correctional, behavioral, and mental health treatment services and living unit placements based on the individualized strengths and needs of the youth.
- * Emphasize strategies and interventions for maintaining youth safety in staff training and emphasize the need for readiness to respond to youth exhibiting self-harm or suicidal thoughts and/or behavior.
- * Continue to conduct administrative and clinical reviews of incidents that result in significant suicidal behavior in youth to determine trends and any needed corrective actions.
- * Continue to review the research literature on the assessment of and interventions for suicidal and non-suicidal self-injurious behavior.
- * Use Advanced Behavioral Directives as part of a trauma-informed care service approach to increase the use of the safest and most effective interventions, and to increase the ability to prevent traumatization.
- * Provide frequent updated trainings for all staff on establishing and maintaining youth safety.

* Provide advanced training for mental health professionals on suicide and NSIB assessment and intervention.

7. ABOUT THE DATA

This information is being reported for FY 2015. 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 Treatment Services Director, or designee, subsequently reviews each incident. The OYA Research and Evaluation office extracts and reports the data quarterly. In addition to discrete counts of incidents of suicidal behavior, the reports provide rates of suicidal behavior to enable meaningful comparisons over time. Rates are calculated using the PbS 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. During FY 2015, OYA served 1,031 youth in close-custody facilities, creating 229,037 days of opportunity for incidents of youth suicidal behavior. In total, eight incidents were reported, resulting in a rate of .035 incidents per 1,000 youth days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #5b	SUICIDAL BEHAVIOR - Number of youth with serious suicidal behavior, including attempts, during the fiscal year. b) Field	2006
Goal	YOUTH SAFETY - Protect youth from self-harm and suicidal behavior.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) KPM Extract Report 368	
Owner	Dr. Whitney Vail, Assistant Director, Treatment Services, 503-580-9130	



1. OUR STRATEGY

Establish an environment where staff and partners are 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 require the youth’s juvenile parole/probation officer (JPPO) to:

- * Review case information and JJIS entries for history of potential suicidal behaviors, suicidal ideation or self-harm behaviors immediately upon commitment to OYA;
- * Interview collateral contacts including family members, care providers and other stakeholders concerning the youth’s history of potential suicidal behaviors, suicidal ideation or self-harm behaviors upon commitment to OYA;
- * Record separately each documented and reported incident of potential suicidal behavior, suicidal ideation or self-harm behavior. This documentation provides a historical tracking of potential suicidal and self-harm behaviors that can be easily accessed;
- * If there are any concerns, refer the youth for a mental health evaluation that includes a suicide risk assessment;
- * Notify substitute care providers during the referral process when a youth has a history of suicidal or Non-Suicidal Self-injurious Behavior (NSIB) behavior. Such notification must be documented; and
- * Notify detention or youth correctional facility staff of a youth’s history of suicidal or NSIB behavior when a youth is placed in detention or a youth correctional facility. Such notification must be documented.

Any OYA staff member who is concerned about a youth’s safety or wellbeing must consult with the youth’s field supervisor or designee to assess the most appropriate level of intervention to ensure the safety and wellbeing of the youth. Additional consultation from service providers or Treatment Services staff at OYA is available. Any OYA staff member who becomes aware of a youth communicating or demonstrating potentially lethal self-harm behavior or suicidal behavior, must immediately respond in a manner that protects youth safety and wellbeing by following protocols established in policy and procedure.

2. ABOUT THE TARGETS

Based on analysis of data obtained from FYs 2008-2010, the target was set at one. This measure has been defined to focus on suicidal behavior judged by clinicians to be serious in nature and to warrant tracking at the highest level. OYA, with assistance from national experts and Oregon youth advocates, has an established suicide-prevention plan. OYA's priority in screening, prevention, and early intervention are reflected in the targets.

3. HOW WE ARE DOING

Despite the training and focus on suicide awareness and prevention, there has been a slight increase in the number of serious suicidal behavior incidents since 2010. During FY 2015, there were 12 incidents that met the threshold for serious suicidal behavior for youth in the community. OYA continues to focus efforts on youth safety and suicide prevention, and has consulted with national experts on youth suicide. The agency has recently updated the field suicide prevention policy to remain current with best practices and the body of research on this subject. OYA has increased its effort to connect all youth with the Oregon Health Plan and other entitlement services when they are eligible so that the youth's care and treatment are not disrupted due to service coverage lapses.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

OYA's Treatment Services director, or designee, 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. This policy allows staff and providers to better identify suicidal behavior, directly affecting the results of this measure.

It is noted that there is an increase in the reporting of suicidal behaviors by community contractors, and an increase in psychiatric emergencies/hospitalizations related to suicidal behavior in the community. Ensuring appropriate supports and resources are in place in the event that a youth displays dangerous self-harming behaviors are critical pieces in ensuring youth safety. The local OYA Community Services staff work closely with community mental health providers to triage, screen, and provide intervention services for youth on probation or parole. OYA also collaborates with county emergency services to access acute hospitalization services for high-risk youth. Additionally, OYA has engaged the Children's Mental Health Services team of the Oregon Health Authority in planning for community placement for these youth through the Transition Age Young Adult Mental Health Programs in efforts to provide these youth with the services and supports needed upon release from close custody. This is generally the only option these youth have, because of their incarceration, they have not stayed connected to their local community system of care, and are not a member of the Coordinated Care Organization (which is responsible for referrals to high end mental health services) until the day they are released from the youth correctional facility.

6. WHAT NEEDS TO BE DONE

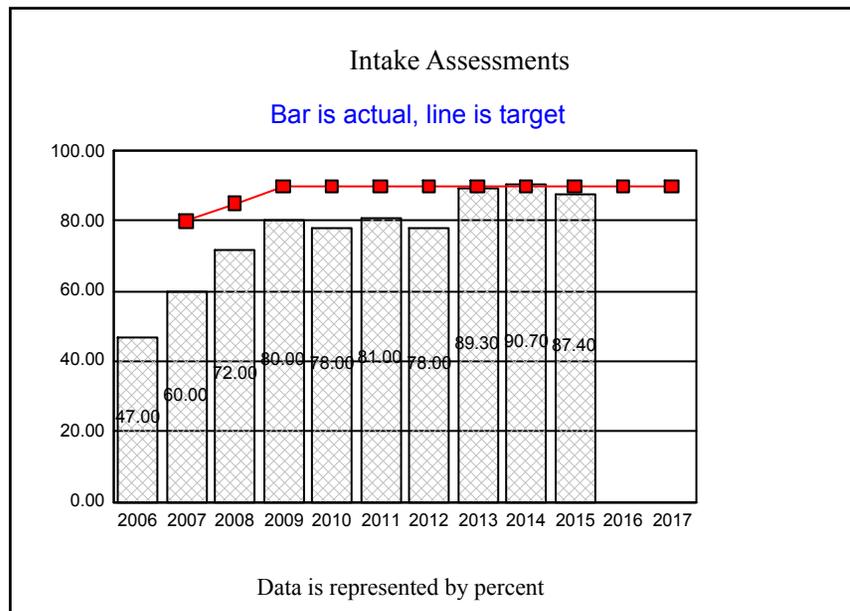
* Continue to emphasize the importance of timely and accurate risk assessments for youth at times of transition, stressful situations, and on a regular basis, with correlating treatment interventions to mitigate risk.

- * Continue to emphasize ongoing training for community providers, JPPOs, and foster parents on suicide risk prevention and the importance of recognizing and responding to youth exhibiting self-harm and suicidal thoughts or behavior.
- * Continue to review incidents that result in significant suicidal behavior in youth to determine trends and any needed corrective actions.
- * Strengthen collaboration with Adult Mental Health Services for additional community resources to prevent youth and young adults on parole from re-entering close custody due to parole violations related to mental health conditions.

7. ABOUT THE DATA

Serious suicidal behavior is defined as behavior that results 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 necks where marks are left). Field staff record suicidal behaviors in JJIS as they occur and the Treatment Services director, or designee, subsequently reviews each incident. The OYA Research and Evaluation Office extracts and reports the data quarterly. In total, 12 incidents were reported in 2015. 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 are not available for youth in home or independent living placements. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

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



1. OUR STRATEGY

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

- * Using a central facility intake system 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 RNA.
- * Providing ongoing training for staff on policies related to 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 youths' criminogenic risk and needs is the foundation for appropriate case planning. The target for FY 2015 was 90 percent of assessments completed within 30 days of commitment.

3. HOW WE ARE DOING

In FY 2014, the agency exceeded the established target of 90 percent for the first time. In FY 2015, the agency was slightly under the target, at 87.4 percent. With implementation of the OYA Performance Management System at each local field office, individual units have developed action plans to ensure that assessments are completed within the requisite time frame. Quarterly performance reviews at the local and statewide levels continue to focus on implementation of timely assessments. Additionally, OYA's two close-custody intake facilities have improved the timeliness of intake assessments and routinely meet the target of 90 percent.

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 OYA's results on this measure include staff training and monitoring compliance with this measure. In facility environments, youth are available in a controlled and structured environment, which makes interviews and assessments easier to complete. As a result, timely completion of intake assessments is quite high in close-custody facilities, routinely exceeding the timeline target of 90 percent. In community settings, access to the youth can

sometimes be more difficult to arrange. A factor affecting both facility and field intake assessments is the ready availability of background information on youth cases.

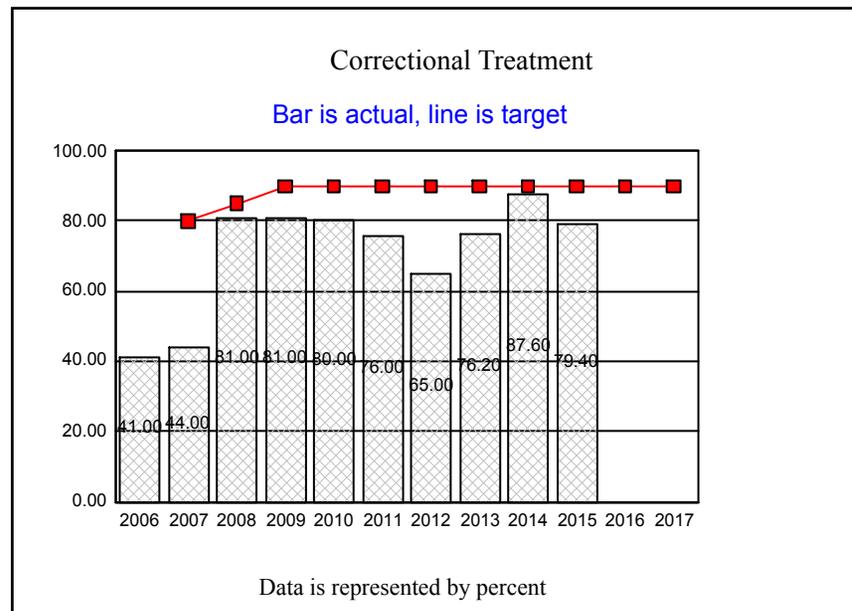
6. WHAT NEEDS TO BE DONE

- * Through quarterly target reviews, continue to provide ongoing training to all staff involved in assessing youth risk and needs.
- * Continue to monitor individual unit 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 to facilitate completion of risk/needs assessments.
- * 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 FY 2015. OYA completes the RNA on all youth to determine their risk to re-offend, as well as to determine their needs and the positive influences in their lives. The RNA resides in JJIS and is completed by the OYA staff assessing the youth. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2015, nearly 87.4 percent of youth received an intake assessment within 30 days of commitment or admission. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #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.	2006
Goal	TARGET TREATMENT - Improve the effectiveness of correctional treatment by targeting youth offenders' criminogenic risk and needs.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM7 Case Audit	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

Ensure that each youth assessed using the OYA Risk/Needs Assessment (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, OYA's strategy includes training staff to:

- * Develop individualized case plans that target risk and needs.
- * Accurately document work within the JJIS automated case planning system.
- * Accurately interpret RNA results to provide the basis for case plan development.

2. ABOUT THE TARGETS

Aggressive targets have been established for this measure of 90 percent for FY 2015. These targets were established with the recognition that timely case plan formulation after assessing criminogenic risk and needs is key in determining appropriate service provision.

3. HOW WE ARE DOING

The agency's performance on this important measure fell slightly short of its target of 90 percent for FY 2015. Overall, agency staff documented the development of case plans for 79.4 percent of youth within required time frames. While actual performance fell short of the 90 percent target, the agency has made dramatic progress since FY 2007, when 44 percent of cases had documented case plans within 60 days of commitment or admission. The agency will continue to emphasize to staff the importance of documenting case plans within appropriate time frames through its performance management system of quarterly target reviews and unit-level action plan development.

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 2015, OYA is at or above the average of the 157 participating facilities in 32 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 can create challenges in timeliness of assessment and subsequent case plan development.

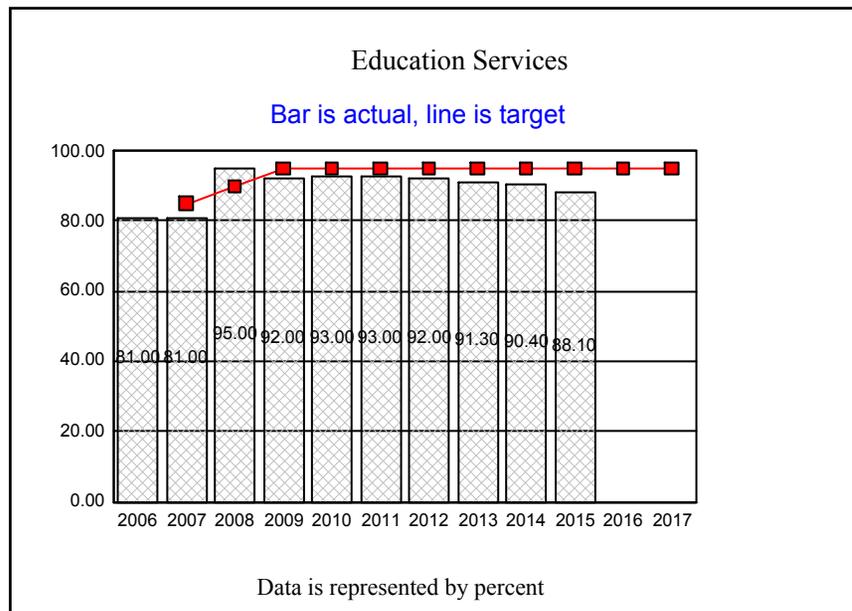
6. WHAT NEEDS TO BE DONE

- * 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 the point of OYA commitment.
- * Continue to emphasize with staff the importance of the agency's assessment protocols and the timely and consistent assessment of youth in both facility and community environments.
- * Through quarterly target performance reviews, continually monitor whether RNAs 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.
- * Continue to implement quarterly target reviews at the local levels and develop field unit action plans to address performance expectations.

7. ABOUT THE DATA

This information is being reported for FY 2015. OYA measures the percent of youth whose records indicate active domains in an OYA case plan as identified in the RNA within 60 days of commitment or admission. To count toward the measure, OYA staff must complete a youth's RNA and case plan, both of which reside in JJIS, and the case plan must be audited to ensure quality. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2015, 62.8 percent of youth in close custody and 89.3 percent of youth in field placements had their case plans completed within 60 days. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #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.	2006
Goal	PROVIDE EDUCATION - Provide education programming that prepares youth offenders for responsibility in the community.	
Oregon Context	Benchmark 62. Juvenile Arrests	
Data Source	Juvenile Justice Information System (JJIS) KPM8 Education Services	
Owner	Philip Cox, Assistant Director, Community 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:

- * Assess youth for educational needs through the OYA Risk/Needs Assessment and specialized assessments.
- * Review case plans monthly to monitor progress toward reaching the case plan goals, including education needs.
- * Provide automated JJIS reminders and data-collection tools for education information.
- * Use the multi-disciplinary team (MDT) process to ensure needed services are readily identified and referrals are made based on individual youth needs.
- * Nurture 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 showing 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 88.1 percent, OYA's performance on this key measure in FY 2015 was below the agency's target of 95 percent. The agency continues to emphasize appropriate educational assessments and timely educational service delivery.

4. HOW WE COMPARE

National education assessment and case plan development data are not available. 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. During the past seven years OYA has performed above the average for facilities participating in the PbS project. However, during FY 2014 OYA fell slightly below the national average as detailed in the PbS Jurisdiction Outcome Measure Comparison report published in May 2015.

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 for youth, particularly those youth who have been away from academic programming for some time.

6. WHAT NEEDS TO BE DONE

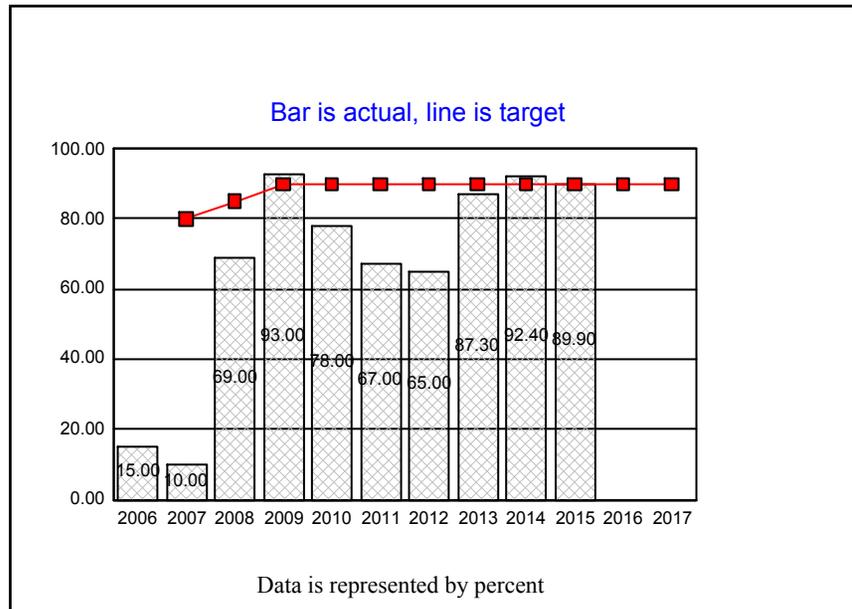
- * Continue to conduct case audits quarterly to ensure appropriate and timely receipt of educational services .
- * Continue training for field staff on documentation requirements for youth education in JJIS to increase accuracy of the data .
- * Continue to collaborate with the Oregon Department of 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.
- * Emphasize agency expectations with regard to identifying and reviewing education needs during quarterly MDT meetings .
- * Continue to emphasize the importance of OYA liaison work with ODE to ensure youth education special needs are met and obstacles overcome .
- * Increase advocacy efforts for youth with identified educational deficits.

7. ABOUT THE DATA

This information is being reported for FY 2015. 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 office extracts and reports the data quarterly. During FY 2015, 88.1 percent of youth were

receiving appropriate intervention within 60 days of commitment or admission. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #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.	2006
Goal	COMMUNITY REENTRY SERVICES - Continue to provide effective correctional services to youth offenders released from close custody facilities.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) KPM9 Youth Released from OYA Facility	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

OYA employs a variety of methods to ensure youth receive transition services. These include:

- * Training all staff in evidence-informed case management and the importance of transition planning.
- * Assigning a Juvenile Probation and Parole Officer (JPPO) to each youth at time of commitment to follow the youth for his/her entire stay with OYA (i.e., from probation to close custody to parole to case termination).
- * Encouraging contracted providers to actively participate in transition planning prior to a youth's 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 receive transition services within 30 days of release from close custody.

2. ABOUT THE TARGETS

During FY 2006, 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 OYA has made progress in this area during the past two years, and exceeded the target of 90 percent in 2014. In FY 2015, nearly 90 percent of youth released received transition services per their case plan.

3. HOW WE ARE DOING

In previous years, data collection issues posed challenges in reporting this KPM. However, OYA has focused much effort on resolving these issues at both at the local and statewide levels, and as a result has significantly increased the percentage of youth receiving transition services. In FY 2015, the percentage of youth documented as receiving transition services per their case plan was 89.9 percent.

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 2015.

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. An MDT meets quarterly to review youth progress and to determine transition planning activities. 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 prosocial engagement in the community. These activities directly affect youth releases and transitions back into the community. Additionally, the Office of Inclusion and Intercultural Relations provides transition services for minority youth returning from facilities in the Salem and Portland metro areas.

6. WHAT NEEDS TO BE DONE

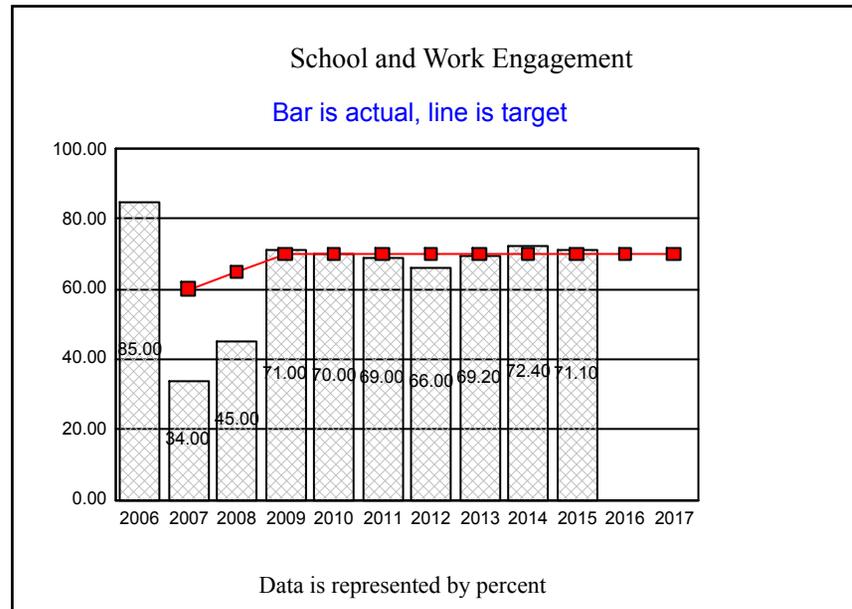
- * Continue monitoring performance through quarterly target review reporting, both at the unit level and at the division level. Identify problem areas and develop action plans to enhance performance.
- * Continue to provide staff training and coaching on best practices in transition planning as well as OYA case plan documentation standards.
- * Continue using the MDT process in which all core team members and other treatment providers provide input at quarterly meetings (e.g., youth, JPPO, family member, mental health professional) to better ensure successful transitions.
- * Continue to engage community providers throughout the case planning process, particularly prior to youths' transitions 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 immediately available.
- * Reorganize community transition capacity to best match services to accommodate the needs of youth.
- * 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 to improve parole supervision and related services.

7. ABOUT THE DATA

This information is being reported for FY 2015. 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 JIIS. A supervisor audits the youth's case plan to determine whether the youth received transition services within 30 days. The OYA Research and Evaluation office extracts and reports the data quarterly. During FY 2015, 405 youth were released from close custody; 89.9 percent of them received transition services. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #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.	2006
Goal	SCHOOL - WORK ENGAGEMENT - Engage youth offenders placed in the community with school and/or work immediately.	
Oregon Context	Benchmark 65. Juvenile Recidivism.	
Data Source	Juvenile Justice Information System (JJIS) KPM 10 - Engaged in School or Work	
Owner	Philip Cox, Assistant Director, Community Services 503-373-7531	



1. OUR STRATEGY

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

* Fostering ongoing partnerships with local school districts using memoranda of understanding (MOUs) with the Oregon Department of Education to enhance work or school enrollment following release from close custody.

* Encouraging participation from education and vocational training service partners at multi-disciplinary team (MDT) meetings.

2. ABOUT THE TARGETS

During FY 2006, 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 a youth will commit additional crimes. Data show that, at 71.1 percent, OYA exceeded its FY 2015 target of 70 percent youth offender engagement in school/work after placement change.

3. HOW WE ARE DOING

By statute, OYA communicates all youth release information to local school districts. At 71.1 percent, there has been a doubling of documented school and work engagement since FY07, and the agency met its goal of 70 percent in FY 2015.

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, DMV 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.

OYA collaborates with numerous partners to provide opportunities for youth, including General Education Diploma (GED) tutorials and testing, alternative school placements, vocational training, transition to mainstream schools, 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, OYA strongly encourages partners to participate in multi-disciplinary team meetings for youth in OYA.

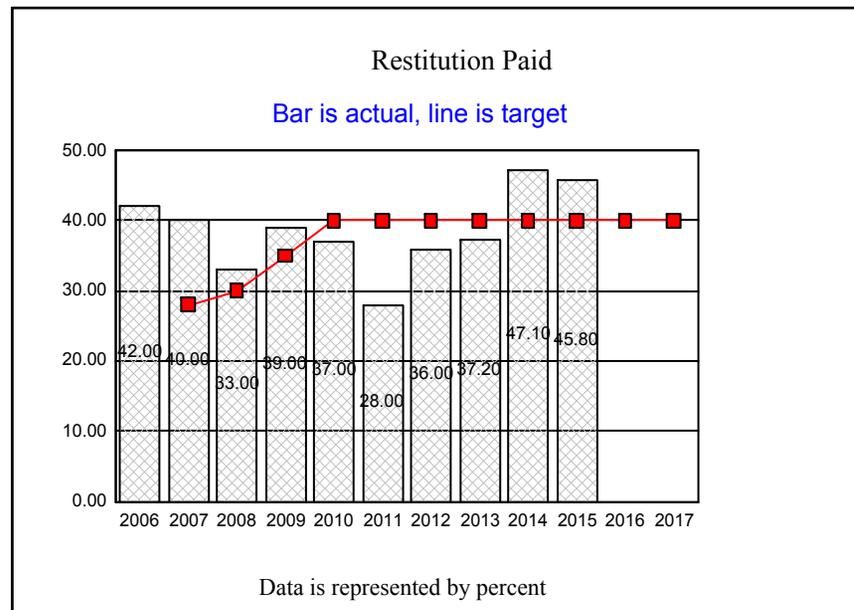
6. WHAT NEEDS TO BE DONE

- * Continue to focus on the transfer of relevant education records among schools, OYA close-custody facilities, and OYA field offices to reduce interruption of educational engagement.
- * Continue to use the MDT process to develop educational and employment goals in youth case plans and encourage participation from education and vocational partners.
- * Continue to emphasize to staff the importance of documenting school and work engagement.
- * Focus quarterly performance target reviews on school and work engagement, and develop local action plans to address problem areas.

7. ABOUT THE DATA

This information is being reported for FY 2015. 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 office extracts and reports the data quarterly. During FY 2015, 716 youth qualified for this KPM; 71.1 percent of them were reported as engaged in school or work within 30 days of placement. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

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



1. OUR STRATEGY

Ensure maximum restitution payment through:

- * Implementing standardized data collection practices for restitution.
- * 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 for restitution payments.
- * Training staff on how and when to record restitution in JJIS.

2. ABOUT THE TARGETS

OYA continues to strive to 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 2015 was 45.8 percent. This exceeds the target of 40 percent set for the period.

4. HOW WE COMPARE

OYA's restitution payments on closed conditions are lower than those of the statewide juvenile justice total, which includes OYA and county juvenile departments. In FY 2015, the statewide average of restitution paid on closed conditions was approximately 60.9 percent; the OYA rate was 45.8 percent.

5. FACTORS AFFECTING RESULTS

Youth 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 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 analyses and strategies for compliance with restitution requirements during multi-disciplinary team meetings for all youth 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 the community.

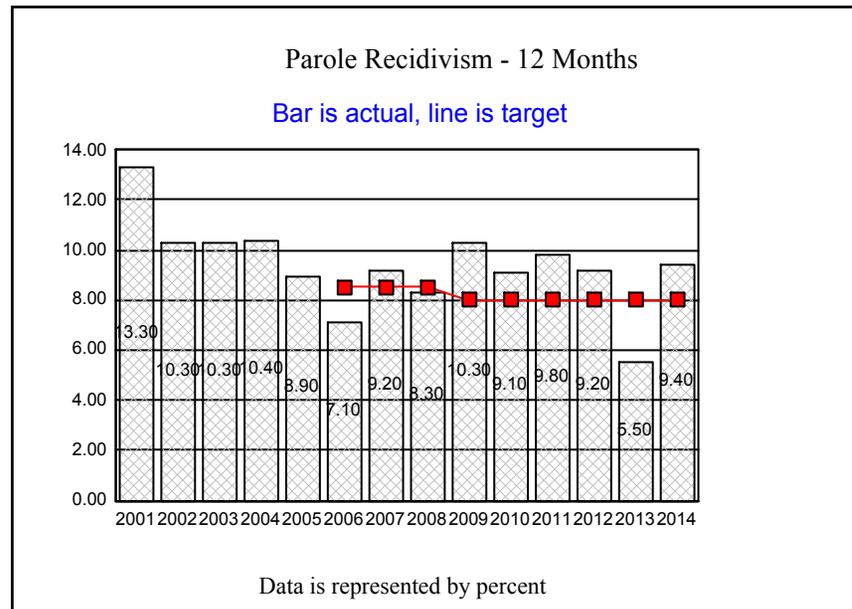
7. ABOUT THE DATA

OYA measures the percent of restitution paid on restitution orders closed during the fiscal year. Restitution orders are established by the court; staff enter the restitution paid into JJIS at the time the condition is closed. The OYA Research and Evaluation office extracts and reports the data quarterly, 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. 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 be recorded in a manner similar to judgments in a civil action. Commonly called money judgments, these orders extend obligations to make reparations to victims beyond the time a youth is under 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 2015, there were three youth with restitution orders that exceeded \$10,000. These youth represented three percent of the OYA youth with restitution conditions ordered, but nearly 20 percent of the total amount owed. Therefore, these orders are not included in the overall calculation to present a more accurate picture of agency performance. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #12a	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
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
Owner	Philip Cox, Assistant Director, Community Services 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 the community.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the multi-disciplinary team (MDT) 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 historical rate changes from FY 2001 through FY 2014 cohorts.

3. HOW WE ARE DOING

Twelve-month recidivism rates generally fluctuate between 7 and 10 percent. The recidivism rate of youth paroled during FY 2014 was 9.4 percent at 12 months post-release.

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 12-month recidivism rates reported for OYA paroled youth during FY 2014 compared with those paroled in the prior year. OYA has made much progress since the FY 2001 parole cohort in reducing recidivism rates. 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. OYA also has implemented a large number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively affect repeat crime over time.

6. WHAT NEEDS TO BE DONE

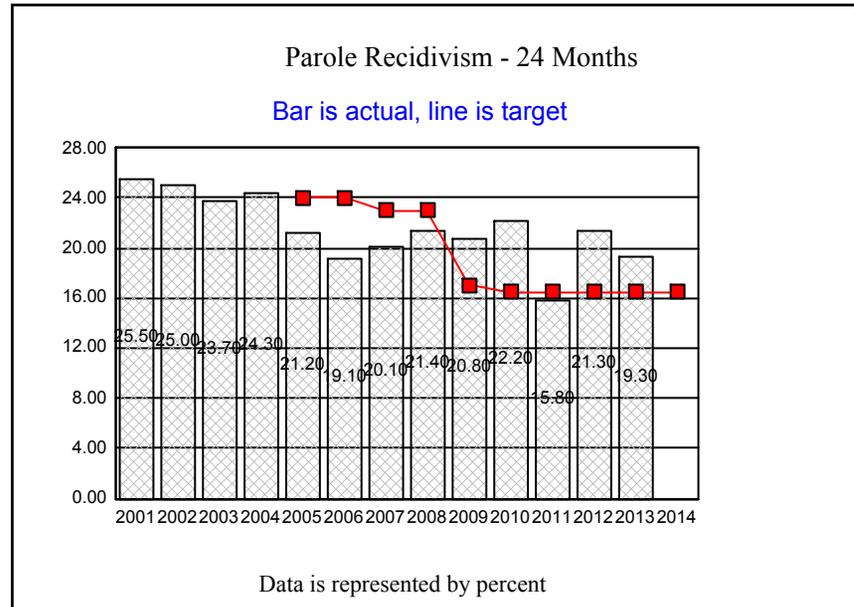
- * By implementing the OYA Youth Reformation System, continue to improve the matching of youth risks and needs with treatment interventions and programs.
- * Encourage and support the use of evidence-based practices in contracted community residential programs.
- * Encourage MDTs to carefully map out 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 skills to deliver effective interventions.
- * Continue efforts with the Oregon Health Authority 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.
- * Continue to develop community resources to provide support during juvenile parole re-entry.

7. ABOUT THE DATA

Twelve-month parole recidivism is based on juveniles released from close custody during FY 2014. OYA defines recidivism with 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 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. 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 office provides additional analysis that helps inform OYA about

factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #12b	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
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255c	
Owner	Philip Cox, Assistant Director, Community Services 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 the community.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the multi-disciplinary team (MDT) 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 FY 2001 through FY 2012 cohorts.

3. HOW WE ARE DOING

There has been a general downward trend in recidivism rates since the FY 2001 parole cohort. At 24 months after release, 19.3 percent of youth paroled in FY 2013 recidivated, falling short of the target of 17 percent.

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 24-month recidivism rates reported for OYA youth paroled in FY 2013 compared to the prior year. OYA has made much progress since the FY 2001 cohort in reducing recidivism rates. 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. OYA also has implemented a large number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively affect repeat crime over time.

6. WHAT NEEDS TO BE DONE

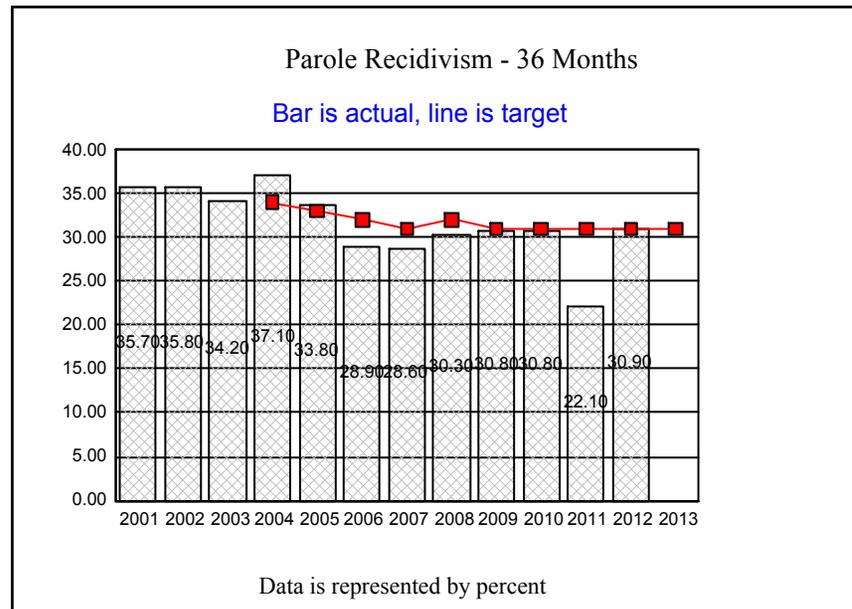
- * By implementing the OYA Youth Reformation System, continue to improve the matching of youth risks and needs with treatment interventions and programs.
- * Implement the OYA Youth Reformation System to continue to improve the matching of youth risk and needs with treatment interventions and programs .
- * Encourage and support the use of evidence-based practices in contracted community residential programs.
- * Encourage MDTs 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 skills to deliver effective interventions.
- * Continue efforts with the Oregon Health Authority 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.
- * Continue to develop community resources to provide support during juvenile parole re-entry.

7. ABOUT THE DATA

Twenty-four-month parole recidivism is based on juveniles released from close custody during FY 2013. OYA defines recidivism with 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--24 months. Data for this measure come from JJIS and records

of adult sentences provided by DOC. 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 office provides additional analysis that helps inform OYA about factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #12c	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
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248j and 255a	
Owner	Philip Cox, Assistant Director, Community Services 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 the community.
- * Monitoring program fidelity to ensure services are delivered effectively according to the treatment model.
- * Using evidence-informed case management, including the multi-disciplinary team (MDT) 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 FY 2001 through FY 2011 cohorts.

3. HOW WE ARE DOING

Overall there has been a downward trend in recidivism rates since the FY 2001 cohort. At three years after release, 30.9 percent of youth in the FY 2012 parole cohort recidivated, which met the target of 31 percent.

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 (30.9 percent) reported for OYA□paroled youth released in FY 2012 compared to the prior year's cohort (22.1 percent). As noted in last year's APPR, the 2011 cohort's rate was an aberration. OYA has made much progress since the FY 2001 parole cohort in reducing recidivism rates. 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. OYA also has implemented a number of evidence-based curricula in its close-custody facilities and has trained all facility and field staff on cognitive behavioral interventions. OYA anticipates the implementation of these research-proven practices will continue to positively affect repeat crime over time.

6. WHAT NEEDS TO BE DONE

- * By implementing the OYA Youth Reformation System, 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 skills to deliver effective interventions.

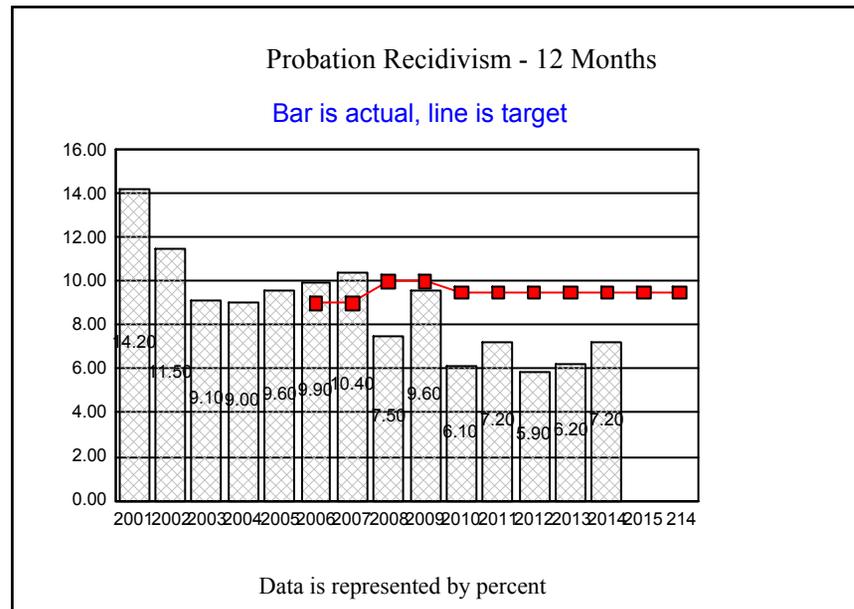
- * Continue efforts with the Oregon Health Authority Addictions and Mental Health Division to improve quality and effectiveness of drug and alcohol and mental health treatment available to support youth in the community.
- * Develop greater capacity of evidence-based family interventions for youth returning to family homes as well as independent living services for older youth.
- * Continue to develop community resources to provide support during juvenile parole re-entry.

7. ABOUT THE DATA

Thirty-six-month parole recidivism is based on juveniles released from close custody during FY 2012. OYA defines recidivism with 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--36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. 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 office provides additional analysis that helps inform OYA about

factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13a	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
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
Owner	Philip Cox, Assistant Director, Community Services 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 since the FY 2001 release cohort. The target for the FY 2014 probation cohort was 9.8 percent.

3. HOW WE ARE DOING

Overall there has been a decline in recidivism since the FY 2001 cohort for youth tracked for 12, 24, and 36 months following commitment to OYA probation. Data show there was a small increase in 12-month recidivism rates reported for the FY 2014 cohort of probation youth compared with the prior year's cohort. The current result of 7.2 percent was better than the target of 9.8 percent. This is positive news, and OYA anticipates recidivism rates to remain at low levels 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 a small increase in 12-month recidivism rates reported for OYA-probation youth committed in FY 2014 compared to those committed in FY 2013. OYA has made significant progress since the FY 2001 probation cohort in reducing recidivism rates. 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. OYA also has 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 also can significantly impact recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

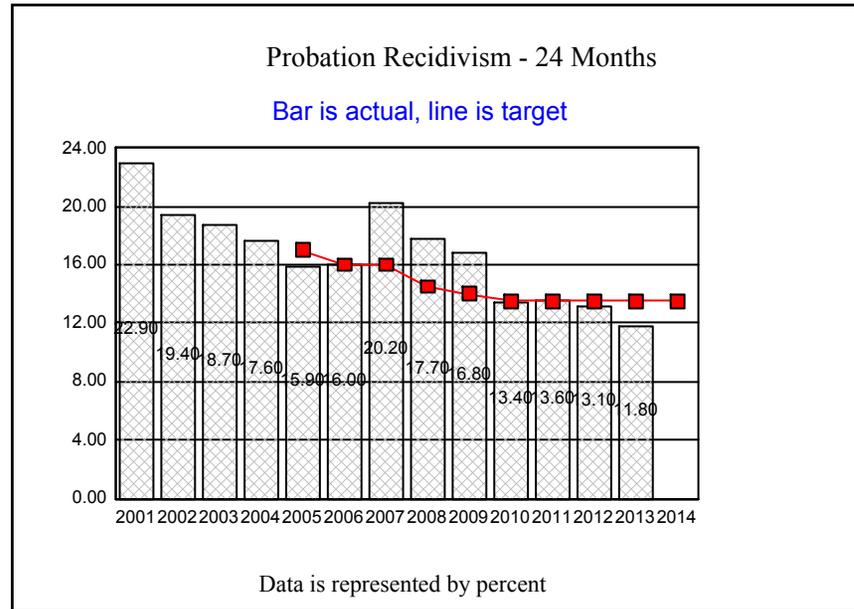
6. WHAT NEEDS TO BE DONE

- * 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 and/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

Twelve-month probation recidivism is based on juveniles committed to probation in FY 2014. OYA defines recidivism with 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 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. 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 office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13b	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
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255c	
Owner	Philip Cox, Assistant Director, Community Services 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 FY 2001 through FY 2010 cohorts. The targets for FYs 2010 through 2013 remain at 13.4 percent.

3. HOW WE ARE DOING

The recidivism rate of 11.8 percent for youth – the lowest on record – at 24 months was lower than the previous year's 13.1 percent. Recidivism rates have declined substantially since the FY 2001 cohort. OYA anticipates 24-month recidivism rates to remain in the target range 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 a decrease in 24-month recidivism reported for OYA probation youth committed in FY 2013 compared to those committed in FY 2012. Overall, OYA has made significant progress since the FY 2001 cohort in reducing recidivism rates. 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. OYA also has 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 also can significantly impact recidivism rates. OYA anticipates that with the continued implementation of these research-proven practices, recidivism rates will continue to decline.

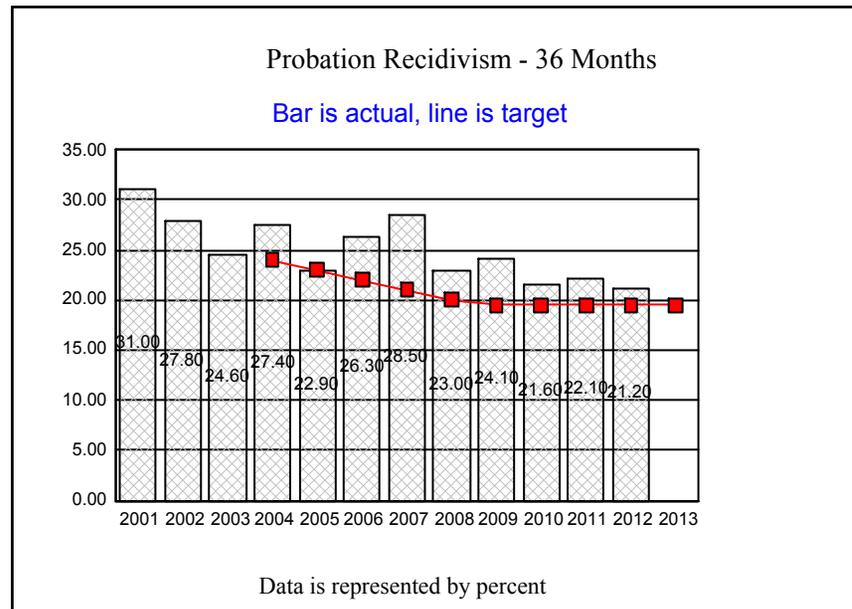
6. WHAT NEEDS TO BE DONE

- * 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 and/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

Twenty-four-month probation recidivism is based on juveniles committed to probation in FY 2013. OYA defines recidivism with 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--24 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. 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 office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #13c	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
Goal	PUBLIC SAFETY - Protect the public by reducing the number of youth who re-offend.	
Oregon Context	Benchmark 65. Juvenile Recidivism	
Data Source	Juvenile Justice Information System (JJIS) Recidivism Reports 248c and 255a	
Owner	Philip Cox, Assistant Director, Community Services 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 FY 2001 through FY 2008 cohorts. The targets set for FYs 2009 through 2012 are 19.8 percent.

3. HOW WE ARE DOING

Data show there was a slight decrease in recidivism rates within the FY 2012 cohort of OYA probation youth tracked for a 36-month period compared to the FY 2011 cohort. Overall, recidivism rates have declined substantially since the FY 2001 probation cohort. OYA anticipates recidivism rates to remain at about this level 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 a slight decrease in 36-month recidivism rates reported for OYA probation youth committed in FY 2012 (21.2 percent) compared with those committed in FY 2011 (22.1 percent). Overall, OYA has made significant progress since the FY 2001 cohort in reducing recidivism rates. 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. OYA also has 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 also can significantly impact recidivism rates. 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 .

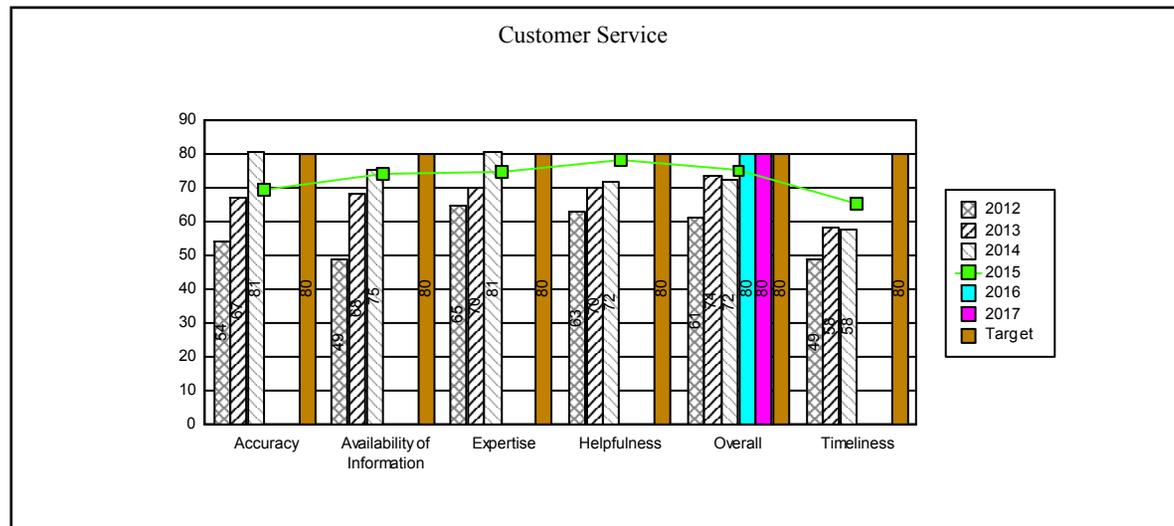
* Provide additional capacity to assess and evaluate youth in community settings.

* Continue to provide training on evidence-based services to OYA staff and community residential program staff.

7. ABOUT THE DATA

Thirty-six-month probation recidivism is based on juveniles committed to probation in FY 2012. OYA defines recidivism with 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--36 months. Data for this measure come from JJIS and records of adult sentences provided by DOC. 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 office provides additional analysis that helps inform OYA of factors that predict recidivism or influence recidivism. For additional information on this Key Performance Measure, call the OYA Director's Office at 503-373-7212.

KPM #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.	2006
Goal	CUSTOMER SERVICE - Excellence in public service.	
Oregon Context	Agency Mission	
Data Source	Juvenile Justice Information System (JJIS) Assessment Report 262 Client and Family Customer Service Survey	
Owner	Joe O'Leary, Deputy Director, 503-373-7212	



1. OUR STRATEGY

OYA surveys youth and parents 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

FY 2007 was the first year OYA surveyed youth and families of youth terminated from supervision with respect to customer satisfaction. Targets of 80 percent in each category for FY 2015 were established using FYs 2007 and 2008 as a baseline for the measure.

3. HOW WE ARE DOING

During FY 2015, the agency experienced increases in the good or excellent ratings in three categories: Overall satisfaction increased from 72.4 percent in FY 2014 to 75 percent in FY 2015. "Helpfulness" saw a large increase in good or excellent ratings, from 71.9 percent in FY 2014 to 78.0 percent in FY 2015; and "Timeliness" improved from 57.9% in FY 2014 to 65.4% in FY 2015. Although the response rate is low, these results suggest 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.

4. HOW WE COMPARE

Comparative data are not available.

5. FACTORS AFFECTING RESULTS

Slightly more than 5 percent of youth and families of youth terminated from supervision during the fiscal year responded to the survey. 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. Therefore, 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

To address the fact that OYA's customers (youth and families) are unwilling consumers of its services, and to elevate the response rate, the agency is piloting a new customer service survey. The revised survey instrument aligns with the agency's Positive Human Development initiative and will be offered to youth currently in custody and their families. In 2016, the agency expects to request an exception to the state's uniform measure in favor of the process currently being piloted, which is a more appropriate approach for measuring customer service.

Additionally, OYA is focused on methods to improve services to youth and families. These include:

- * Implement a Family Engagement Initiative to increase family involvement in agency policy development, as well as individual case planning and management.
- * Implement evidence-based treatment and train staff to consistently deliver treatment to youth.
- * Enhance communication among staff, our partners, youth, and families to maintain transparency with the public and agency stakeholders.
- * Continue to balance information sharing with a need for confidentiality and the treatment focus of the youth.
- * Continue to review the customer survey responses and develop a plan for continuous quality improvement of services and operations
- * Review other customer service survey methodologies to determine whether a more effective, yet cost-efficient, survey process is viable.
- * Improve the readability of the existing surveys and add questions related to the types of services a youth received as well as anonymous demographic information.
- * Fully implement monitoring measures to ensure contracted providers are delivering services according to OYA standards.

7. ABOUT THE DATA

This information is being reported for FY 2015. OYA chose to survey the youth and parents of those youth who were terminated from OYA supervision during FY 2015. 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 was 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 office extracts and reports the data.

YOUTH AUTHORITY, OREGON	III. USING PERFORMANCE DATA
--------------------------------	------------------------------------

Agency Mission: OYA's mission is to protect the public and reduce crime by holding youth offenders accountable and providing opportunities for reformation in safe environments.

Contact: Fariborz Pakseresht, Director	Contact Phone: 503-373-7212
---	------------------------------------

Alternate: Joe O'Leary, Deputy Director	Alternate Phone: 503-373-7212
--	--------------------------------------

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

<p>1. INCLUSIVITY</p>	<p>* Staff: OYA places great value on input from youth, families, staff, elected officials, stakeholders, and the public regarding development and revision of the agency's Key Performance Measures (KPMs). The ways in which staff actively participate in performance measurements are summarized below.</p> <p>KPM 3 (Youth-to-Youth Injuries), KPM 4 (Staff-to-Youth Injuries), and KPM 5 (Suicidal Behavior) - Staff are involved in efforts to determine the key elements critical to incident reporting. Field, facility, and central office staff have made recommendations were incorporated into the OYA Youth Incident Report and the recently revised process for critical incident reporting. Additionally, a top priority of the Facilities Services Division is youth and staff safety; they are pursuing several quality improvement initiatives looking at processes and procedures that address safety.</p> <p>KPM 7 (Correctional Treatment), KPM 8 (Education Services), KPM 9 (Community Reentry Services), and KPM 10 (School and Work Engagement) - During previous reporting periods, field staff recommended the case audit process be revised. Staff feedback was incorporated and new protocols set in place to support the new process.</p> <p>*Youth: Youth are invited to participate in many workgroups that are making recommendations on matters that affect them. Youth representatives were involved in designing staff training syllabi, the Positive Human Development initiative, youth surveys, and Quarterly Conversations. Additionally, youth testified before legislative committees on several occasions.</p> <p>* 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.</p> <p>* Stakeholders: OYA continues to solicit information from stakeholders regarding agency progress during regularly scheduled meetings. These meetings include:</p>
------------------------------	--

The OYA Advisory Committee comprises representatives from the Criminal Justice Commission (CJC), Department of Human Services (DHS), Department of Education (ODE), Judicial Department (OJD), Juvenile Rights Project, Oregon tribes, Oregon Juvenile Department Directors Association (OJDDA), law enforcement, Crime Victims United, community residential providers, District Attorneys Association, Coalition of Advocates for Equal Access for Girls, and other stakeholders.

The Data and Evaluation subgroup of the Juvenile Justice Information Systems Steering Committee comprises representatives from Oregon Juvenile Department Directors Association (OJDDA) and OYA.

Community Residential Provider Forums involve contracted community residential providers who discuss performance and other operational issues. OYA continues to solicit information from stakeholders regarding agency progress during regularly scheduled meetings.

The Office of Inclusion and Intercultural Relations sponsors three advisory committees that provide guidance about and advocate for services to African American, Native American and Hispanic youth. Additionally, the office sponsors the Governor's Summit on Disproportionate Minority Contact in the Criminal Justice System, bringing together advocates for minority youth from across the state.

*** Citizens:** OYA continues to encourage 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; and having a representative from Crime Victims United serve as a member of the OYA Advisory Committee, at which KPMs, particularly recidivism, are discussed.

2 MANAGING FOR RESULTS

OYA's Key Performance Measures help track outcomes related to the agency's mission of youth safety (injuries, suicide attempts, escapes, and runaways), accountability (restitution and risk/needs assessments), and reformation (intake, case planning, education, treatment, and transition). OYA's performance measurement goes beyond tracking KPMs and includes: Performance-based Standards (PbS), Safety and Security reviews, and a robust performance management system.

In 2010, OYA implemented an agency-wide performance management system (the OYA Performance Management System, or OPMS) to monitor the agency's key processes and determine agency effectiveness. The system involves measuring core agency processes and outcomes through meaningful metrics (e.g., process and outcome measures).

All of these measures roll up into OYA's KPMs.

Through OPMS, OYA addresses opportunities and obstacles with speed and precision. To improve processes that are not performing as well as expected, OYA employs a formal problem-solving methodology. For strategic initiatives, OPMS launches capability and performance breakthrough plans, which feature a rigorous and disciplined planning methodology used in conjunction with effective project implementation. In these ways, OYA can ensure it is successfully meeting its mission of providing effective reformation services to youth.

OYA recognizes the importance of using data to manage and pursue process improvement opportunities, and continues to focus its efforts in this area. In early 2013, the agency, along with its partners, embarked upon a set of initiatives to improve data-based decision making for youth coming into the juvenile justice system; these initiatives collectively are known as the Youth Reformation System (YRS). The initiatives will update practices and tools, but the agency also recognized a need to ensure its culture was prepared for the changes and that employees were interacting with youth and peers in a way that would positively enhance the agency's overall culture. The agency adopted a positive human development philosophy focusing on youth and employees alike. Once the framework of positive human development was created, the Positive Human Development (PHD) Workgroup was formed – consisting of staff from a wide cross section of OYA teams, as well as youth members – to delve deeper into what each of the concepts means and how they can be implemented. We are currently in the implementation phase of this work.

A summary of how measures are used to manage the agency follows.

JJIS Reports - The OYA Performance Management System is supported by automated systems that generate regular reports used to track agency progress in the areas of youth and staff safety, incident responses, and youth reformation. As new programs are implemented, new automated reports are created (more than 400 reports currently are available). Examples of information obtained from automated reports include risk/needs assessments to be completed, case plan goals to be updated, and transition activities 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 and other data are updated quarterly and are reviewed and discussed during regularly scheduled meetings of the OYA Cabinet and are shared throughout the year with field supervisors, facility

superintendents, and camp directors.

Review of Critical Incidents - OYA has an established system of incident review that includes local management and assistant directors. All Youth Incident Reports are reviewed by local management; high-risk 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 (KPM 15) is communicated immediately to the appropriate parties.

Agency Action Plan/Unit Improvement Plans - OYA uses these plans to enable field and facility managers to organize and track areas for enhancement specific to their work unit and across work units. Information related to KPMs can be included, 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).

Field KPM Workgroups - OYA field supervisors continue to provide input regarding methods of improving performance on each KPM. Recommendations are reviewed and implemented as appropriate.

Field Case Audits - OYA uses a standardized protocol to capture information about youth receiving transition services within 60 days of release.

Youth and Family Surveys - Data from customer satisfaction surveys (KPM 14) are used to measure how well the agency is meeting the needs of the youth and families it serves. A workgroup is proposing improvements to the surveys themselves and methodologies to increase the response rate. 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; safety/security reviews occur once every two years. These data are used by facility treatment managers to identify operational strengths and weaknesses, and to develop improvement plans.

Behavior Rehabilitation Services Program Reviews - OYA Community Resources Unit staff conduct biennial reviews of agency-contracted residential treatment programs to ensure that those programs comply with agency- and Medicaid-mandated administrative rules and expectations on services to youth.

	<p><u>Multi-Disciplinary Team (MDT) Standards</u> - OYA conducts multi-disciplinary team (MDT) meetings to ensure youth receive the identified educational, vocational, and other transition services they need (KPMs 8 and 9). Checklists are used to ensure standards are met.</p> <p><u>Quarterly Conversations</u> - Quarterly Conversations are an employee driven process facilitated by members of the Youth Reformation System team. They occur (and will expand) throughout the agency as an ongoing feedback and quality assurance process that support the development of a Positive Human Development culture throughout the agency. The process is used to foster self-reflection, meaningful conversation, make changes, and drive towards organizational excellence. It is a system change, process improvement, and quality assurance activity within the agency.</p>
<p>3 STAFF TRAINING</p>	<p>OYA continues to make a substantial investment in training staff on the value and practicality of performance measurements. These efforts include, but are not limited to, training in the areas of assessment interpretation, the components of effective correctional programming, and agency measures of effectiveness. OYA requires that all new staff participate in a new employee orientation training (offered monthly) and an Advanced Academy that is offered five times a year. As part of this process, staff are educated on the OYA mission, Positive Human Development, and the Principles of Effective Correctional Intervention, which serve as the foundation on which treatment and programming are delivered. The training includes information about agency performance measures.</p> <p>New employees also are trained on the importance of keeping youth safe. Training focuses on an overview of Trauma-Informed Care using cognitive behavioral interventions and de-escalation techniques that have proved 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.</p> <p>To increase the accuracy of performance data and to better ensure youth are placed appropriately, OYA revised the Risk/Needs Assessment (RNA) training for staff whose position description includes using assessment tools and developing youth case plans. Training also includes information about KPM 6 and the role staff play in agency performance. This training is 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 youth.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : OYA supports an open, transparent, and collaborative communications process with staff, elected officials, other external stakeholders, and the public. Information sharing occurs on a regular basis with these parties through a variety of avenues including site visits, electronic publications, newsletters, the Internet, regularly scheduled meetings,</p>

and formal presentations. Ways in which performance results are communicated include:

Regularly scheduled meetings - Regular meetings include the OYA Cabinet, statewide OYA management team meeting, Quarterly Target Reviews, and meetings of the field supervisors and facility superintendents/camp directors.

Site visits - During FY 2015, OYA executive staff visited all OYA probation and parole offices and close custody facilities to meet with employees. As part of this process, unit strengths and areas of improvement were discussed.

OYA Web site - All agency reports are posted on the official OYA Web site. Reports include previous annual performance progress reports, biennial report, and Senate Bill 267 progress reports, all of which detail agency progress in several performance areas.

OYA Intranet - OYA's Intranet includes scorecards, the APPR report and graphs of process and outcome measures that enable staff to view the status of the agency's KPMs and other measures.

Automated JJIS reports - Staff have access to more than 400 reports that provide valuable performance information for assisting in managing individual caseloads.

OYA Performance Management System Scorecards and Quarterly Reviews – Quarterly performance results, tallied on scorecards, are reviewed by facilities, field offices and central support units. Quarterly Target Reviews are open to all staff. Scorecards are posted on the agency intranet.

* **Elected Officials:** Oregon Legislative Assembly - In compliance with state statute, the agency presents its budget to the Legislature each biennium. This formal document, and 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.

Local Public Safety Coordinating Councils (LPSCC) - Every county in Oregon has a public safety council comprised of representatives of the local public safety community including county commissioners, judges, district attorneys, citizens, county public safety agency heads, law enforcement agencies, citizens, and others. OYA field supervisors meet with LPSCCs regularly and share agency performance information.

* **Stakeholders:** Electronic publications □ OYA's monthly electronic newsletter, Inside OYA, is one method of sharing information with staff and stakeholders on agency activities, evidence-based practice research, and

performance measurement data.

Regularly scheduled meetings with stakeholders in which information regarding agency performance is shared include quarterly OYA Advisory Committee meetings, Oregon Juvenile Department Directors Association (OJDDA) monthly partner meetings, and Community Residential Provider forums.

OYA Web site - Agency reports are posted on the official OYA Web site. Reports include previous annual performance progress reports, biennial reports, Senate Bill 267 progress reports, budget presentation documents, and newsletters, all of which detail agency progress in several performance areas. OYA has active Twitter and Facebook accounts used to share up-to-the minute information.

* **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 Web site, 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. OYA's Web site (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.