



# Community Resource Unit

## Initial Performance Measures

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4/16/2026



# The Developmental Approach



**SKILLS FOR CREATING A CULTURE OF DEVELOPMENT**



# Insights into Action

## Our Data Culture Framework



### Hard on Data, Intentional with People

We challenge the information, not the individual.

Healthy tension strengthens our thinking.



### If You Don't Know Your Data, You Don't Know Your Business

Understanding our metrics is a shared responsibility.

Knowing your data builds credibility and informs better decisions.



### Transparency Builds Trust

Sharing successes and struggles strengthens our collective effectiveness.



### Can't Manage a Secret

No one has to carry the issues alone.

Open communication enables accountability and shared solutions.



### Complexity is the Enemy of Execution

Simplicity and clarity accelerate progress.

Keep it understandable, actionable, and measurable.



### Collective Accountability

We rise together. Data ownership matters, but improvement is a team sport.

*We turn data into direction — not just to report, but to refine, learn, and improve*



## What we do

Ensure safe, effective community services for OYA youth by:

- **Providing oversight and contract administration** to community providers
- **Facilitating communication** and support with agency staff and partners
- **Adjusting resources** based on agency needs
- **Coordination** of diversion services, juvenile crime prevention funding, and individual services reimbursements to juvenile departments throughout the state

## Residential Service Types

- Behavior Rehabilitation Services
- Youth Care Center and Detention Based
- Culturally Relevant/Supportive
- Transitional Housing and Re-Entry
- Psychiatric Residential Treatment
- Behavioral Health Treatment Foster Care

## Non-Residential Programs

- Youth Advocacy Program (YAP)
- Community Intervention Services (CIS)
- Working Theory Farm



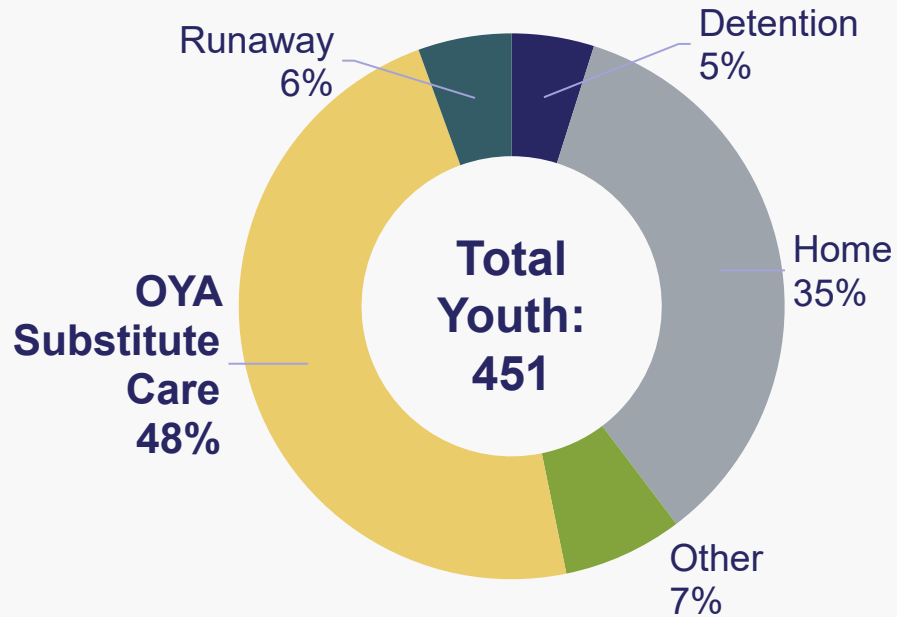
Term	Definition
<b>Field</b>	OYA Probation and Parole
<b>Substitute Care</b>	Residential placements in the community that provide 24-hour-a-day care or treatment, excluding a relative’s home. Such placements include, but are not limited to, foster care, proctor care, or contracted residential programs.
<b>Behavior Rehabilitation Services (BRS)</b>	A Medicaid funded placement modality to address severe psychosocial, emotional and behavior disorders in a community placement utilizing either a residential or proctor care setting.
<b>Providers</b>	Organizations authorized by the OYA through contract or other written agreement to provide supervision and care for youth on parole or probation status in the community.
<b>Programs</b>	Placements operated by authorized providers that deliver substitute care and/or services to youth under OYA supervision
<b>Service Types</b>	The type or intensity of care provided by a program. Examples include BRS, YCC or detention-based, transitional housing & re-entry, and psychiatric residential treatment.
<b>Youth Incident Report</b>	Formal documentation of behavioral problems, injuries, illnesses, or other significant events. Documentation is entered by the youth’s JPPO and includes date/time, location, youth involved, staff involved, and any behavior problems, restraints, or resolutions associated with the event.



# CRU in Context

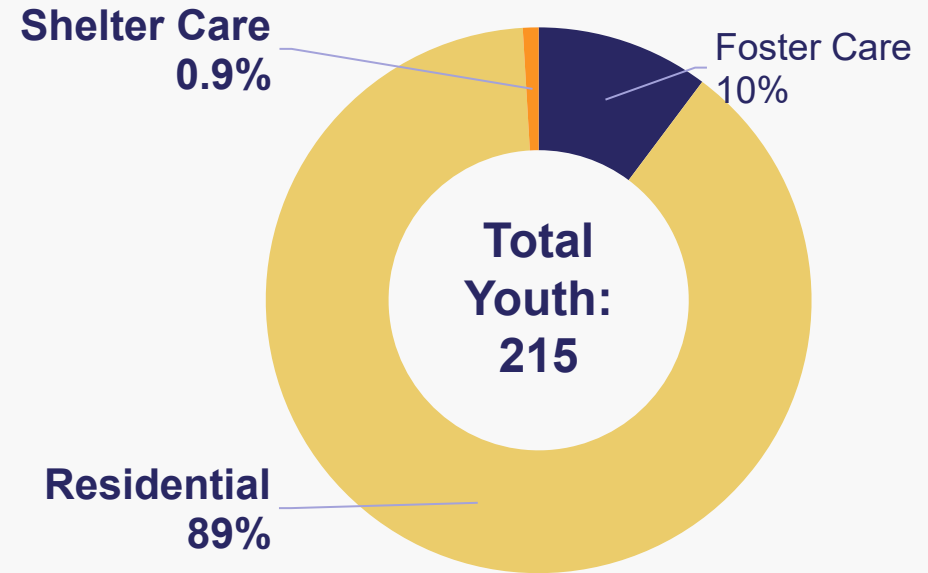
**48% of OYA Field Youth are in an OYA Substitute Care Placement**

**Field Population by Location Type**



**89% of OYA Substitute Care Youth are in a CRU Placement**

**OYA Substitute Care Population**



*(as of 3/31/2026)*

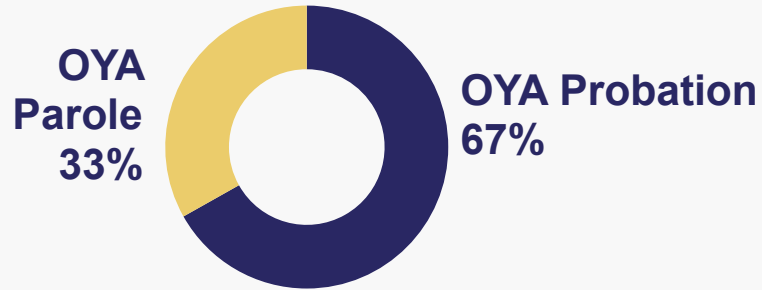


# Youth in CRU Placements

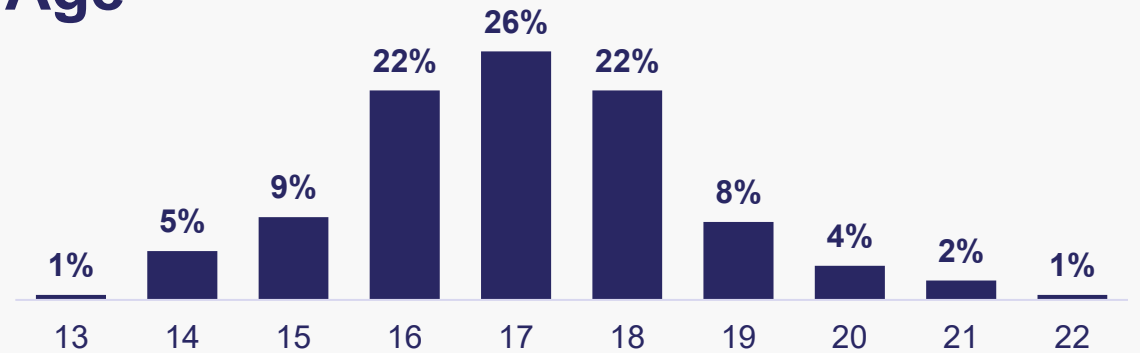
(as of 3/31/26)

Total Youth: 193

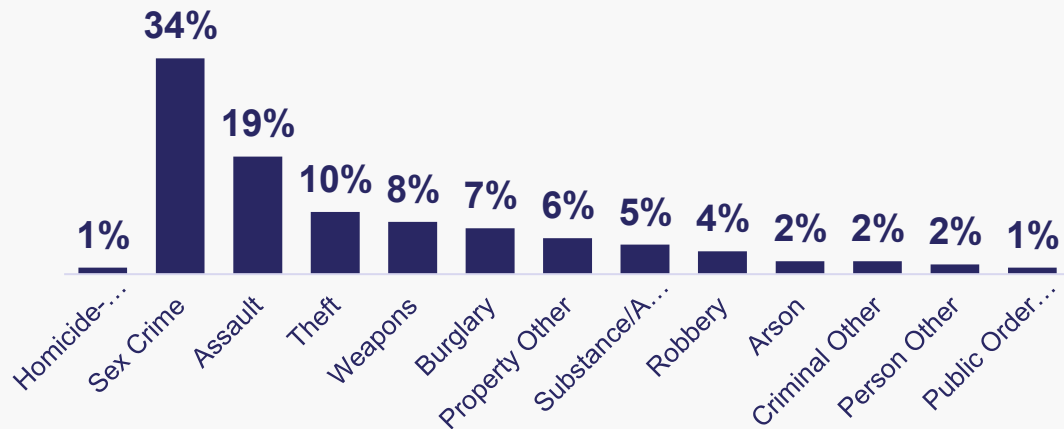
## OYA Status



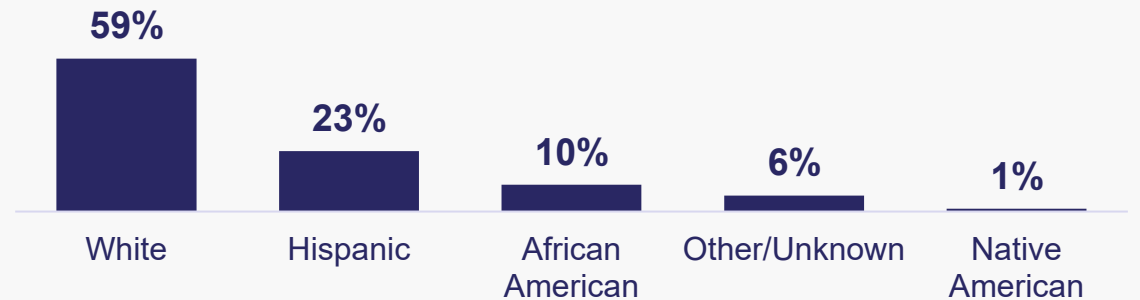
## Age



## Most Serious Offense



## Race/Ethnicity

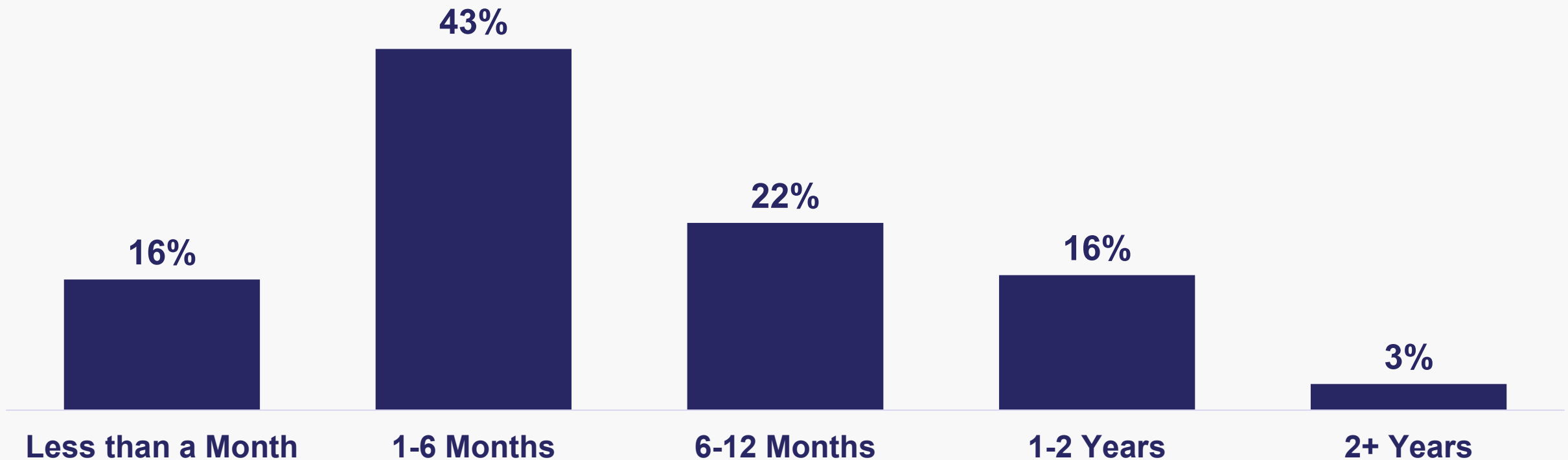




# Current Time in Placement

(as of 3/31/26)

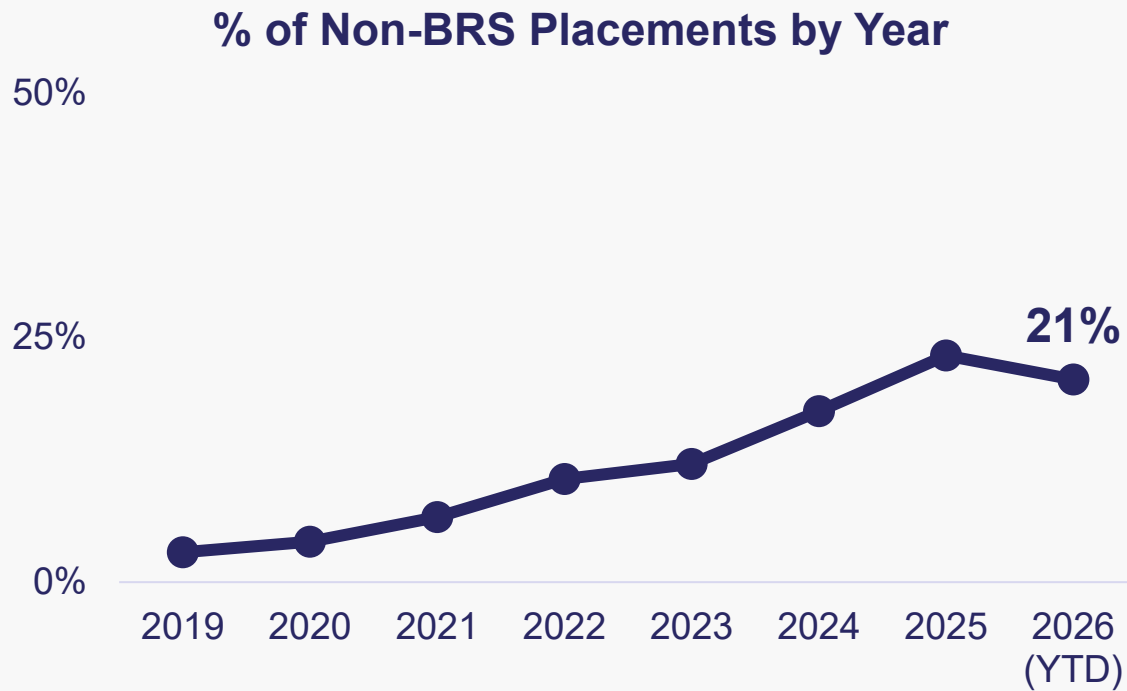
**Most youth have been in their current CRU placement for < 6 months**



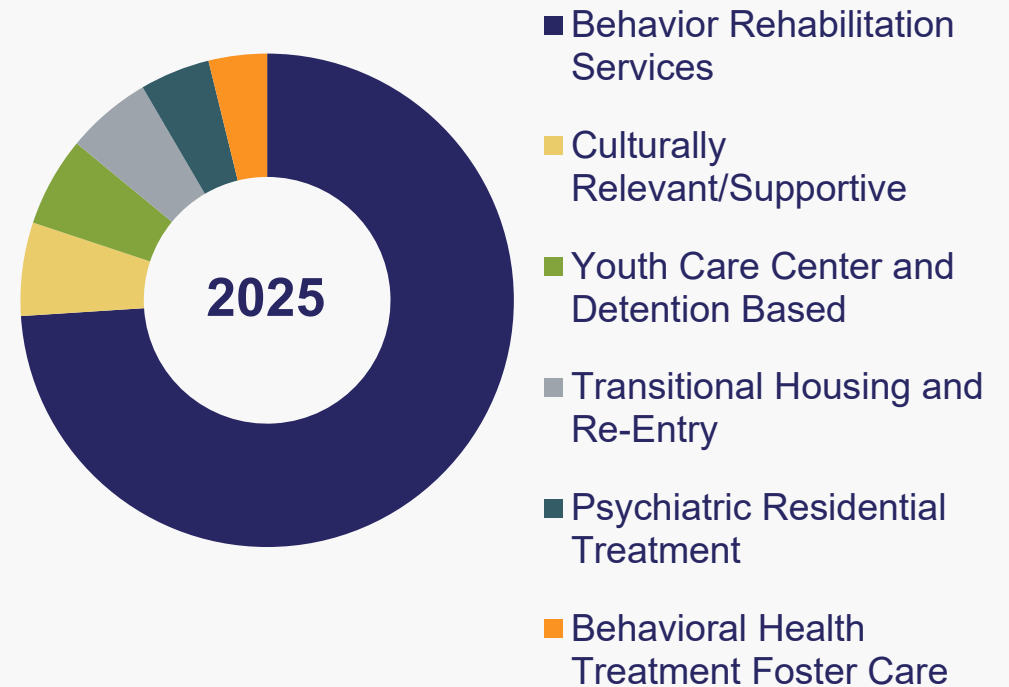


# Service Types

## Non-BRS placements have increased in recent years



## 2025 Placements by Service Type

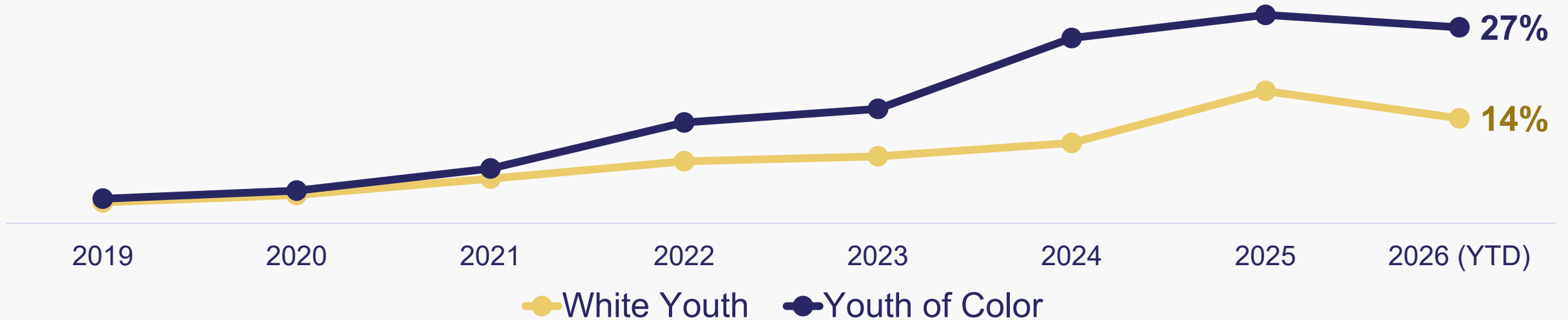




# Supplemental – Non-BRS Placements by Race/Ethnicity

**For Youth of Color, 27% of CRU placements were Non-BRS**

% of Non-BRS Placements by Race/Ethnicity

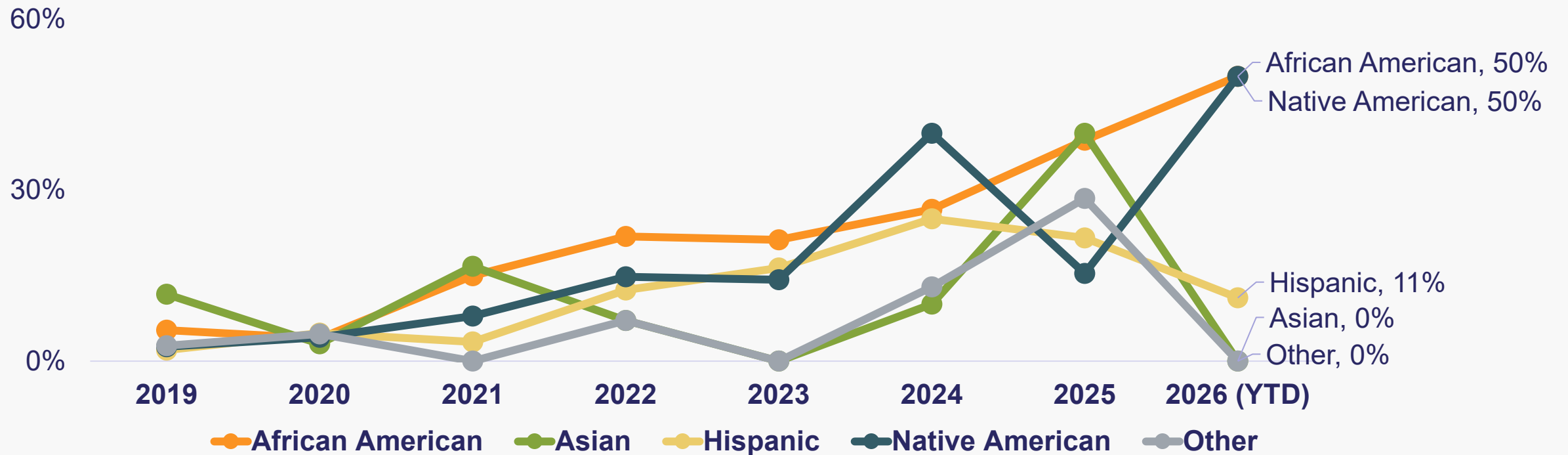




# Supplemental – Non-BRS Placements among Youth of Color

**In the first quarter of 2026, Non-BRS Placements were most common for African American and Native American youth**

% of Non-BRS Placements by Year and Race/Ethnicity





# IMPACT

Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency

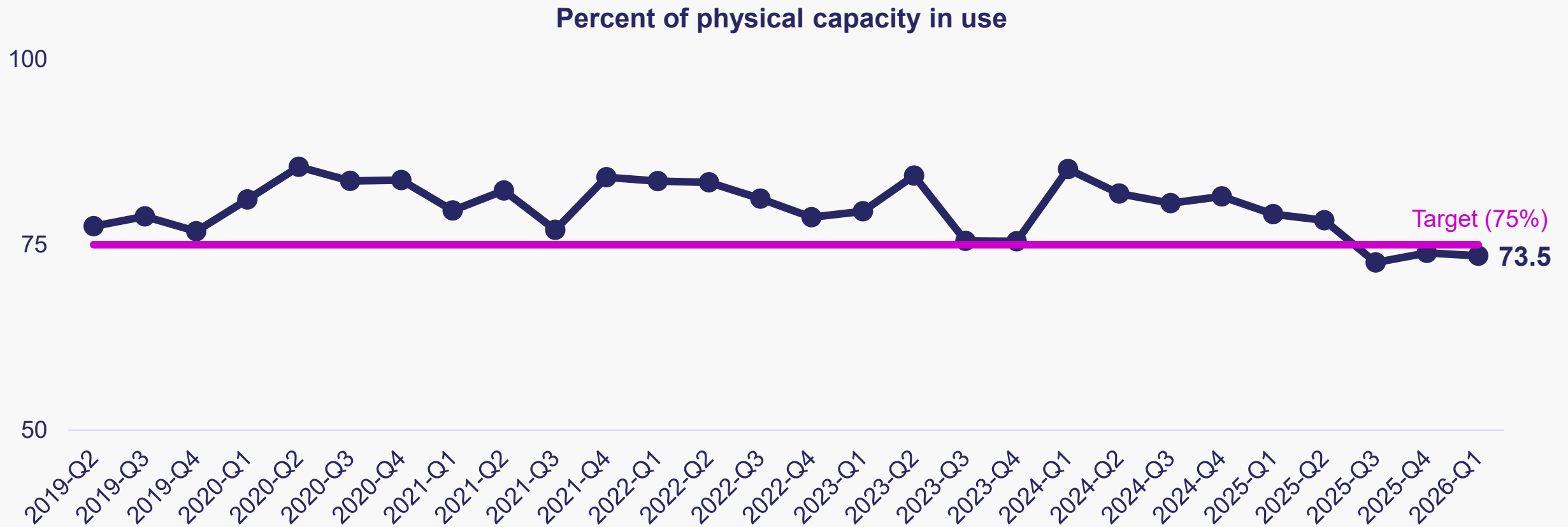


## Performance Metrics



# Utilization

## 73.5% of physical capacity was used in Quarter 1 of 2026

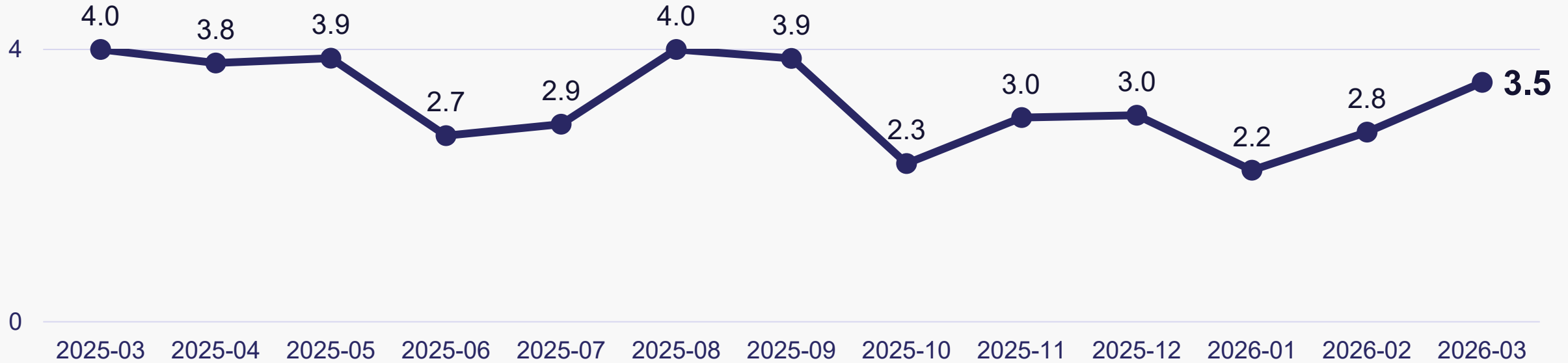




# Utilization – Psychiatric Residential

## Psychiatric Residential Bed utilization increased last month

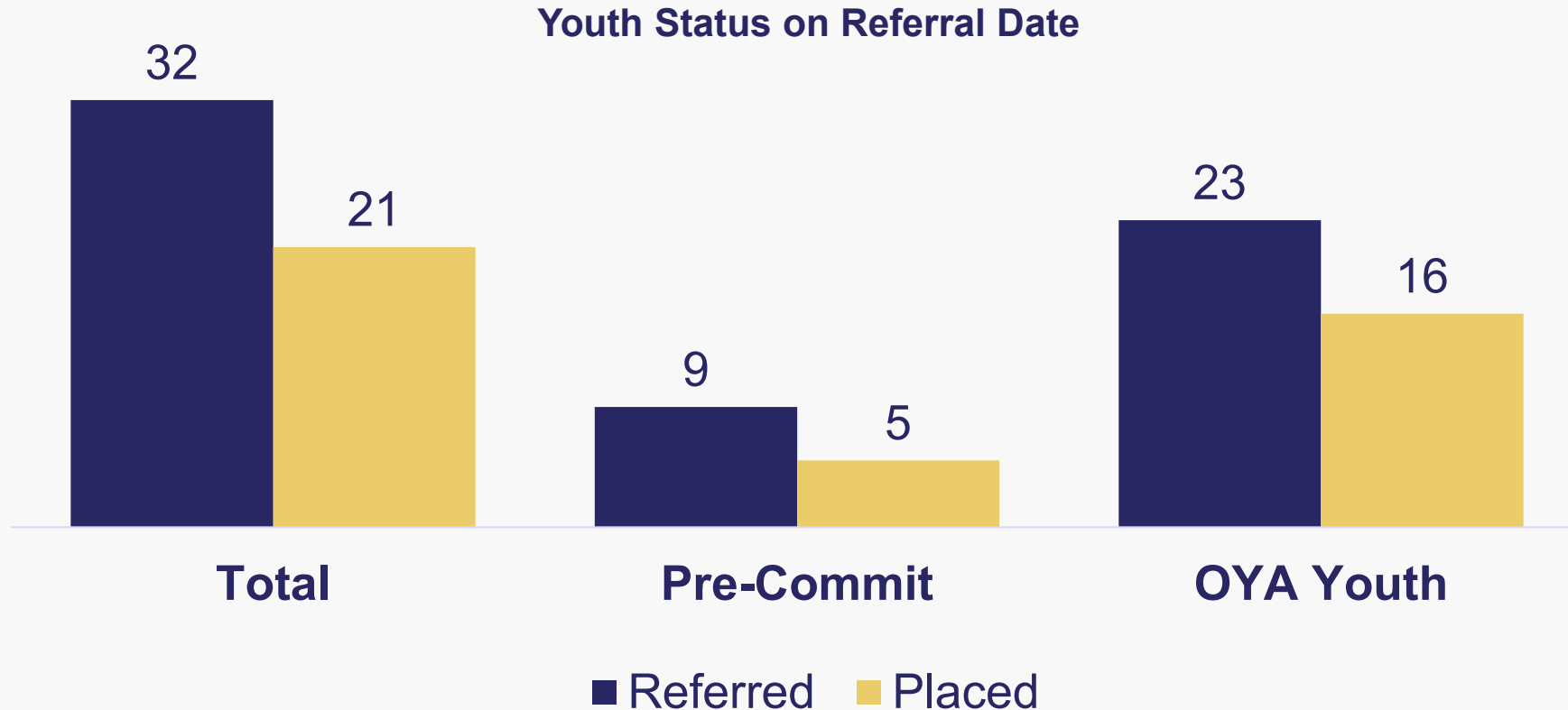
Average Daily Population of Youth in Psychiatric Residential Beds  
(Contract Capacity = 4)





# Supplemental – Psychiatric Residential Referrals

## Psychiatric Residential Bed Referrals and Placements

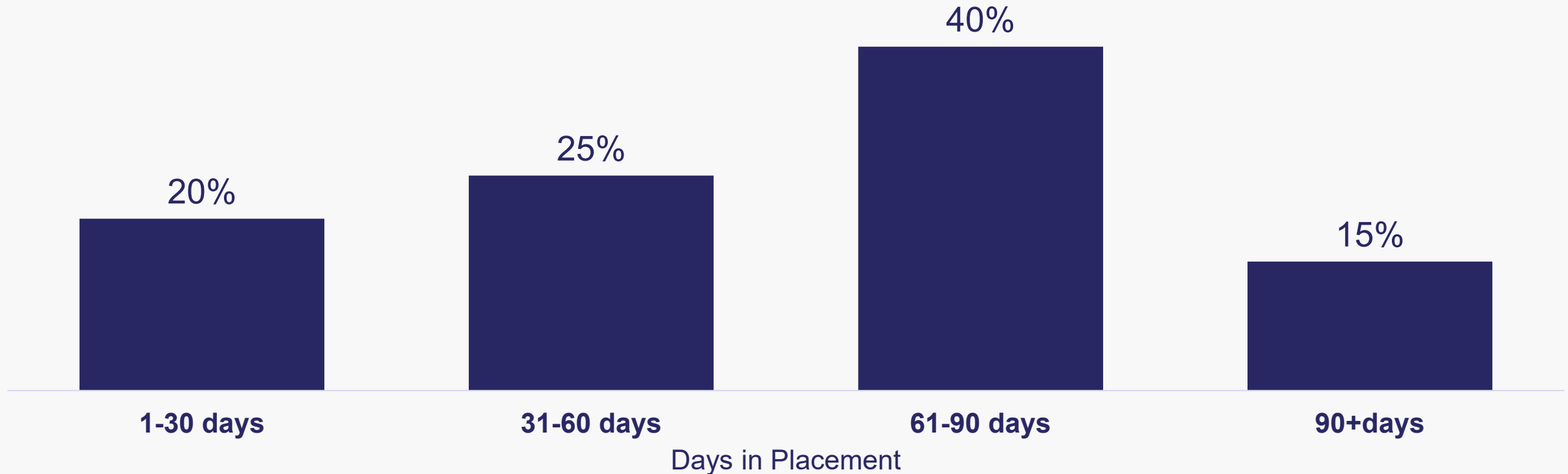




# Supplemental – Psychiatric Residential Length of Stay

## Most youth stay more than 60 days

Program Length of Stay as % of Placements





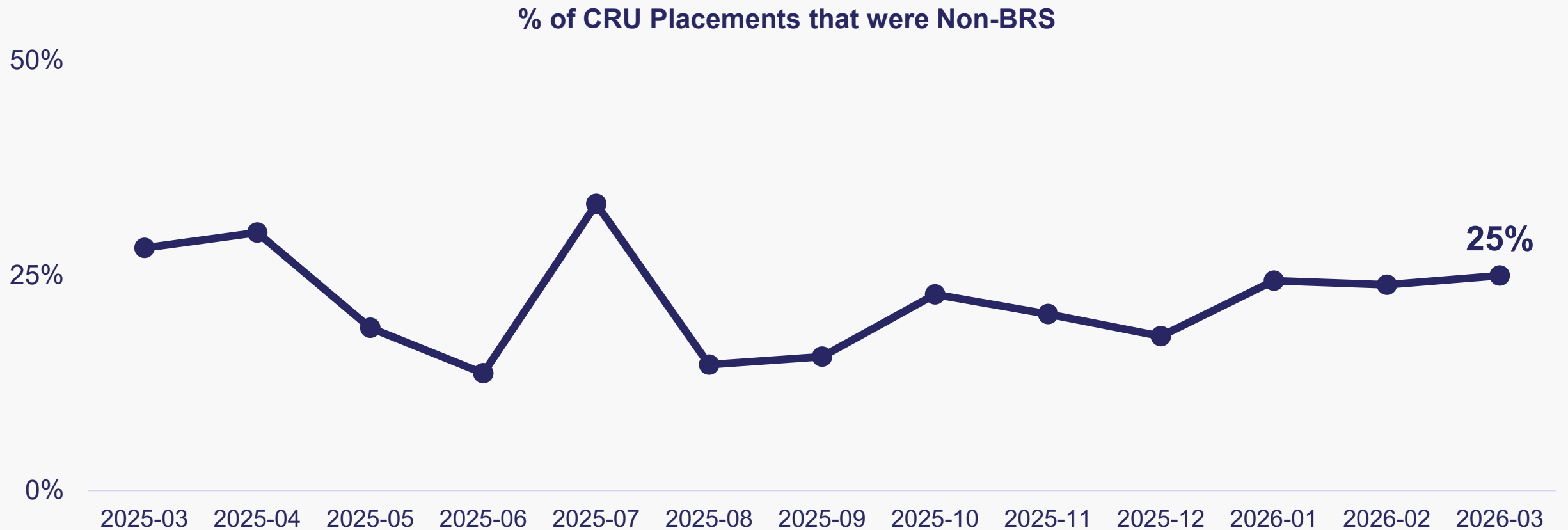
# Supplemental – Psychiatric Residential Exits

## 19 youth have completed Looking Glass RCCE placements

Exit Reason	Number of Youth
<b>Planned Transition</b>	<b>12</b>
Total	12
Other Provider	4
OYA Subcare	6
Home	2
<b>Unplanned Transition</b>	<b>2</b>
<b>Emergency Discharge (Program-Initiated)</b>	<b>3</b>
<b>Other</b>	<b>2</b>



## 25% of last month's CRU Placements were Non-BRS

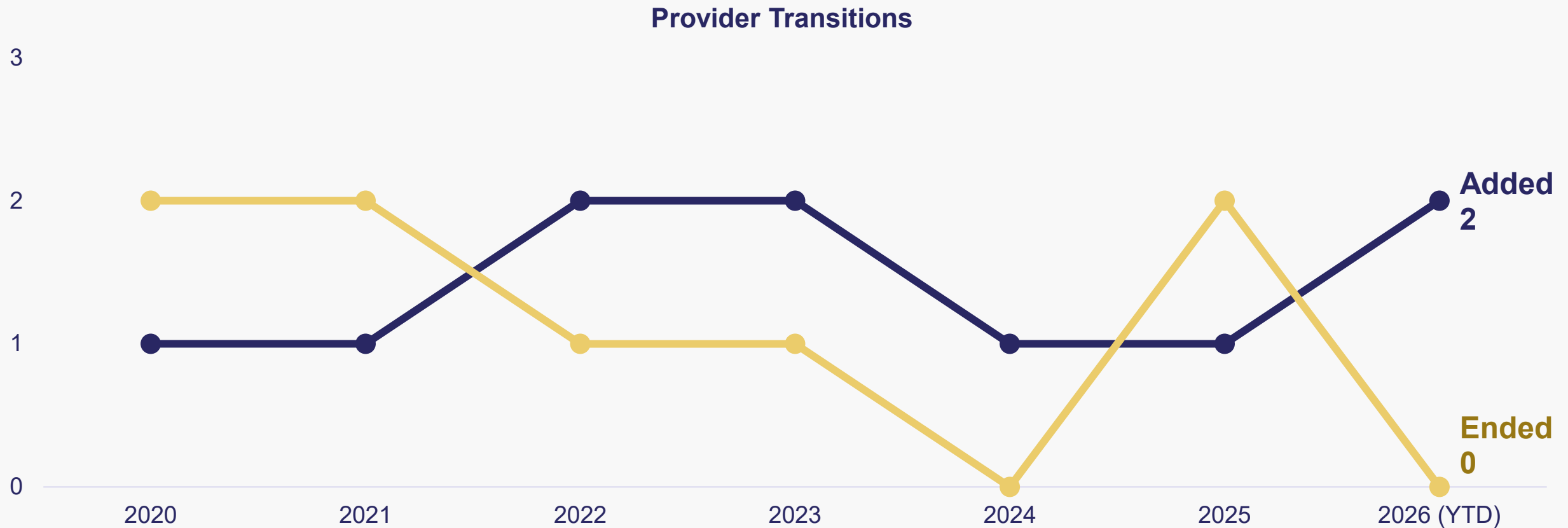


Total CRU placements starting in March 2026 = 48



# Provider Transitions

Since 2020, 10 new providers were added and 8 existing providers ended





# Safety: PSO Complaints

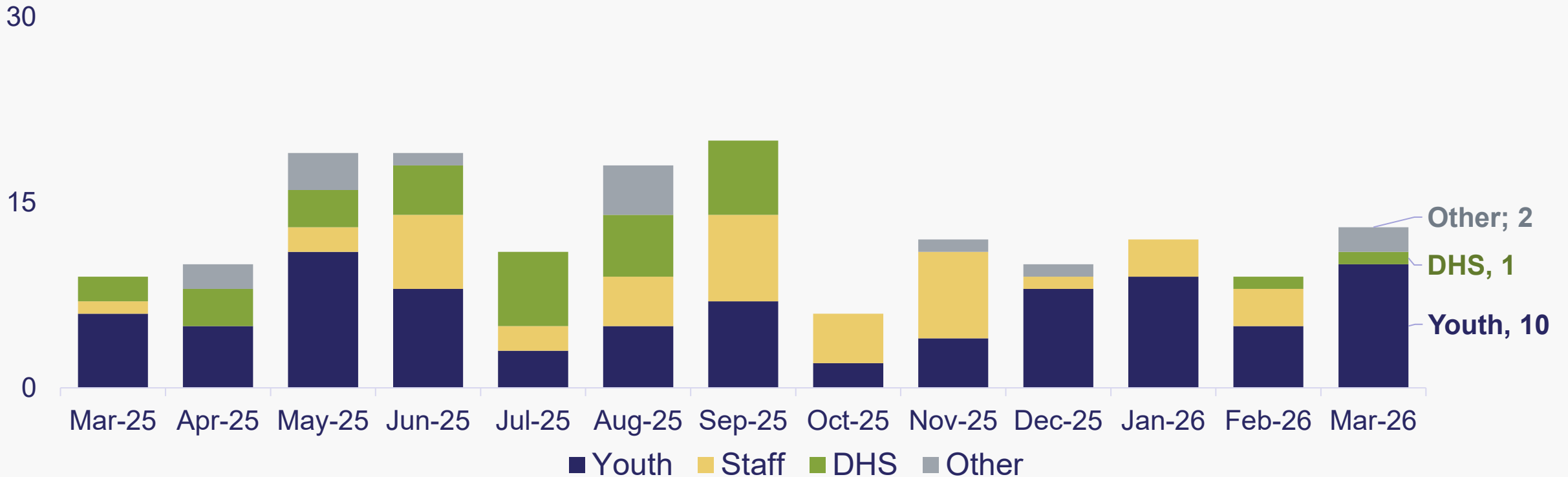
## 13 PSO Complaints were received last month





## 10 of last month's complaints were submitted by youth

Complaints by Source

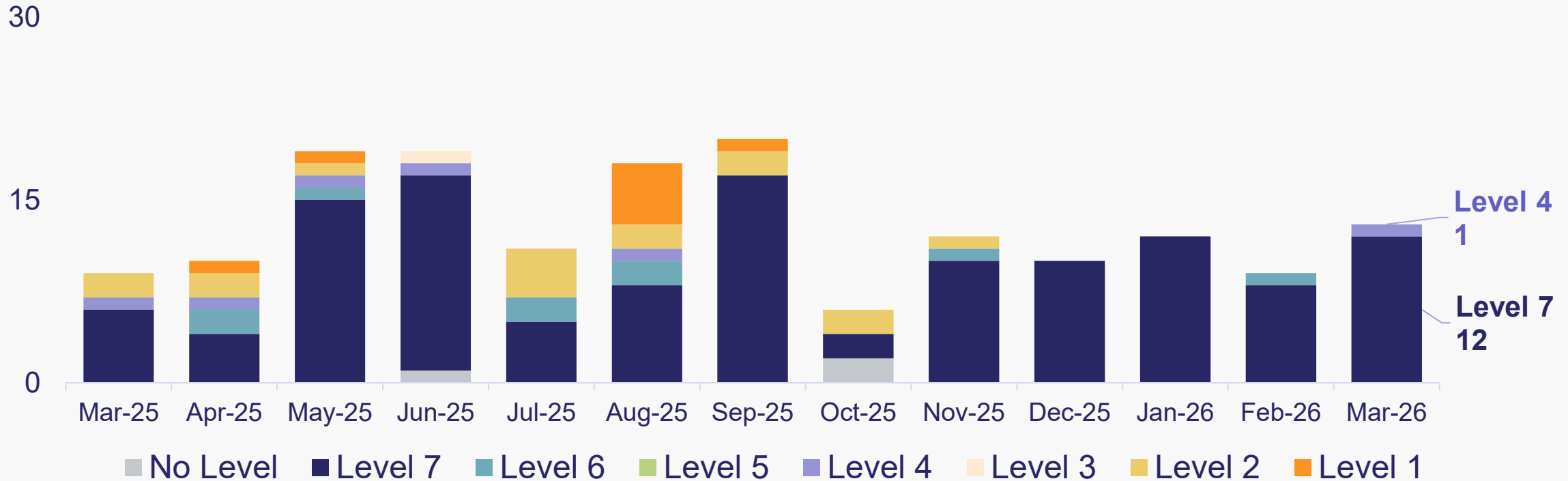




# Supplemental – PSO Details

**12 of the 13 complaints were Level 7 (lowest severity), 1 was Level 4**

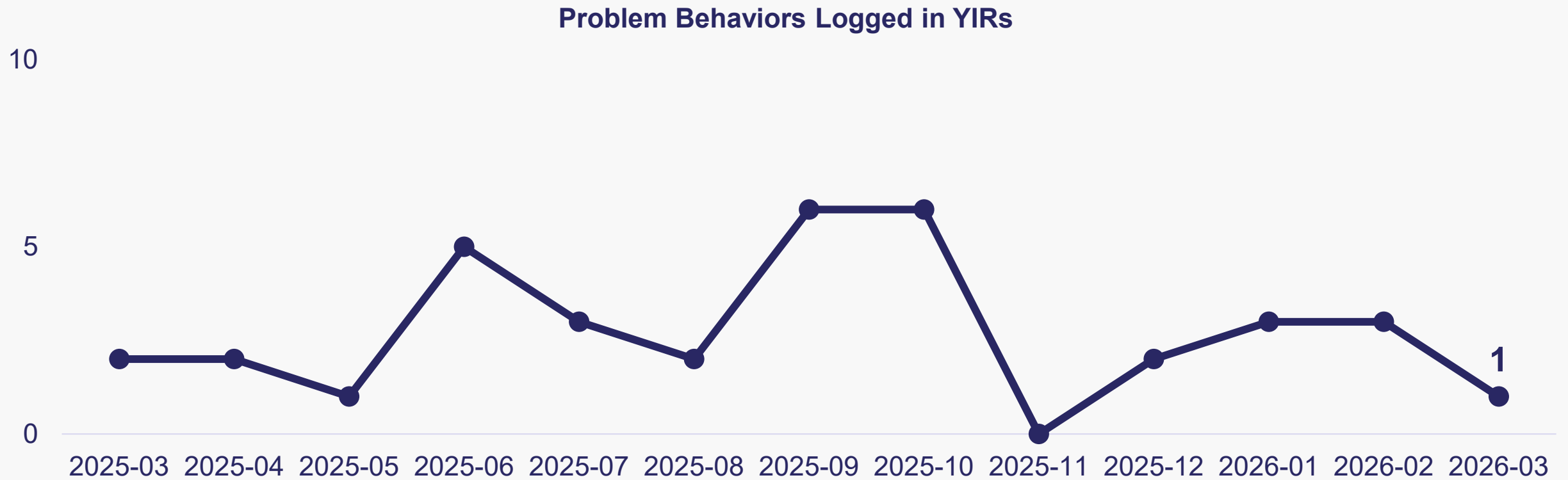
Complaints by Severity Level





# Youth Incident Reports

## One youth behavior problem was reported last month

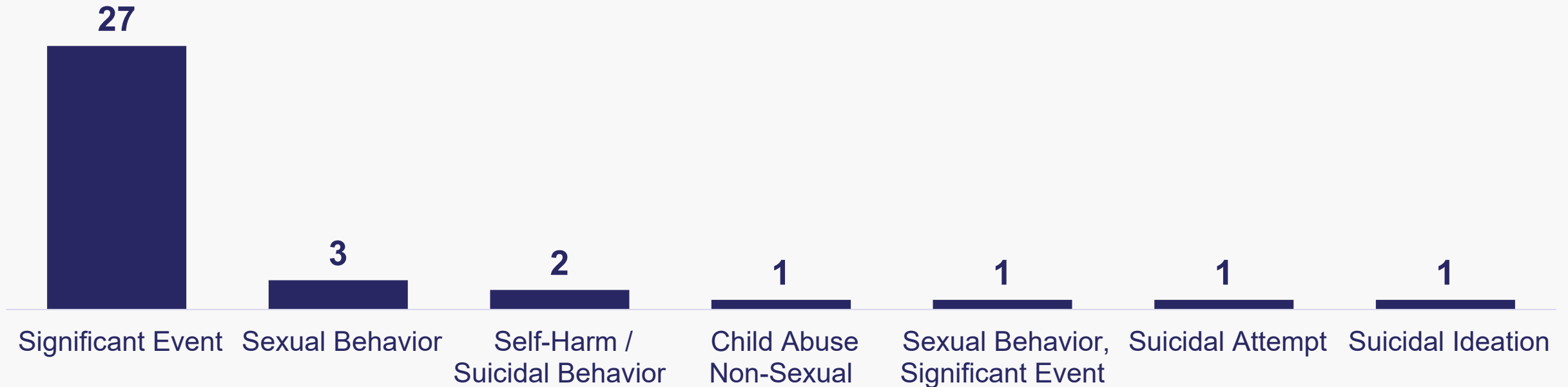




# Supplemental – CRU YIR Problem Types

**36 CRU YIRs have been recorded in the past 13 months**

CRU YIRs by Problem Type  
3/1/2025 - 3/31/2026

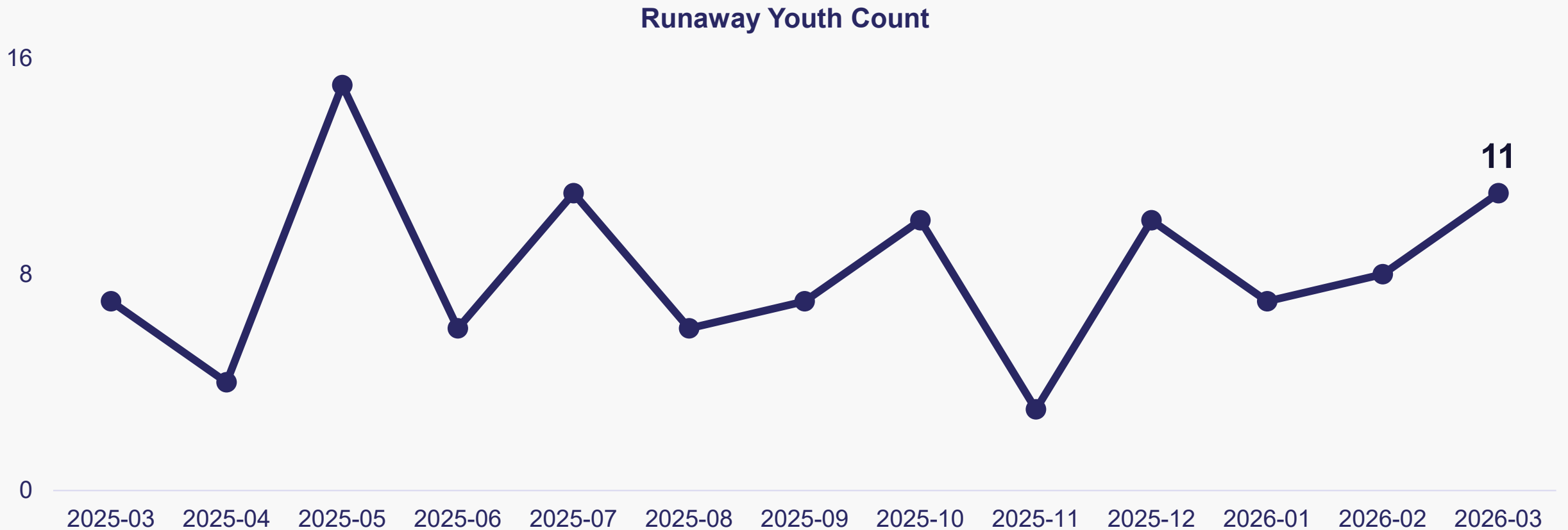


464 unique youth resided in CRU placements during this time frame (ADP = 191)



# Runaways by Month

## Eleven youth ran from CRU placements last month

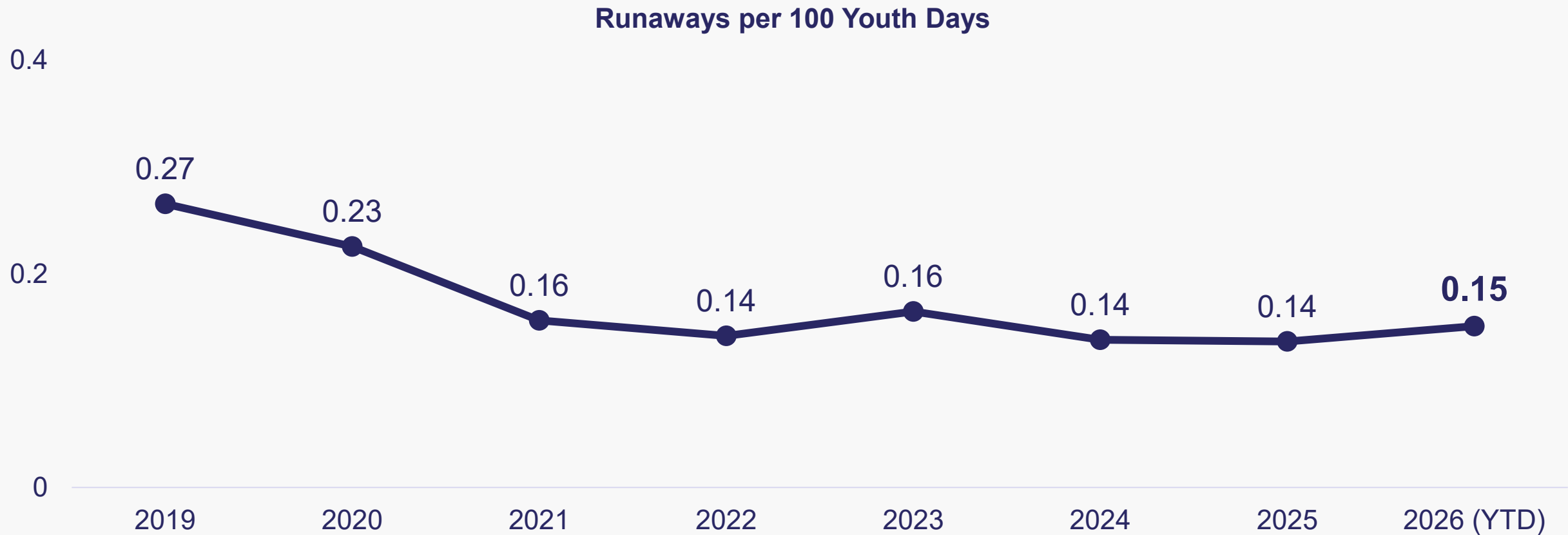


CRU Average Daily Population, March 2026 = 191



# Runaway Rate by Year

## 2026 (YTD) Runaway Rate is similar to recent years



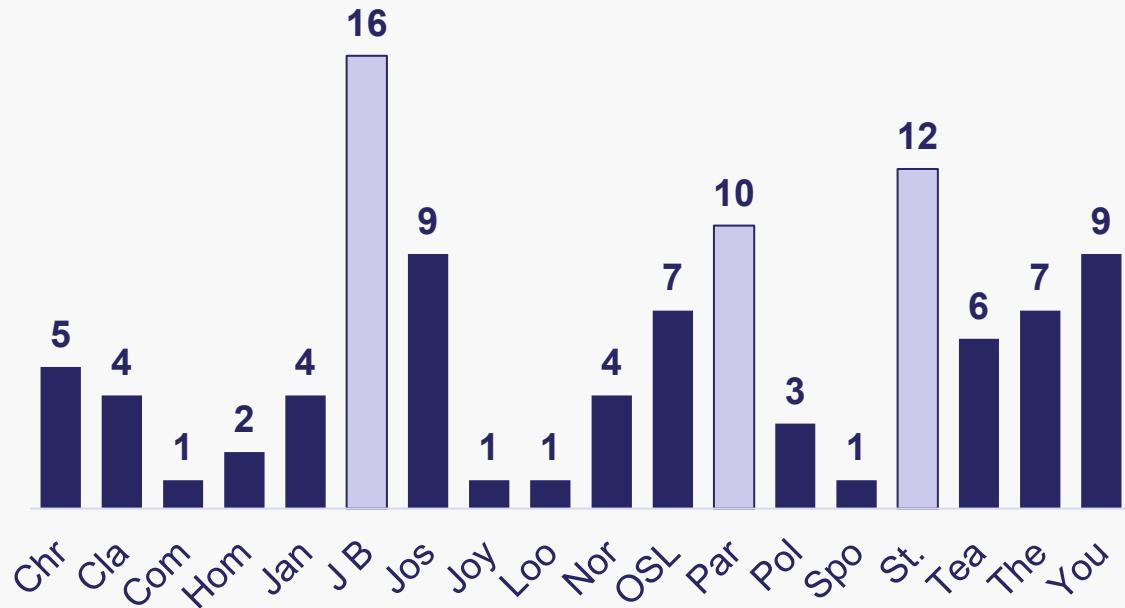


# Supplemental – Runaways by Provider, Past 13 Months

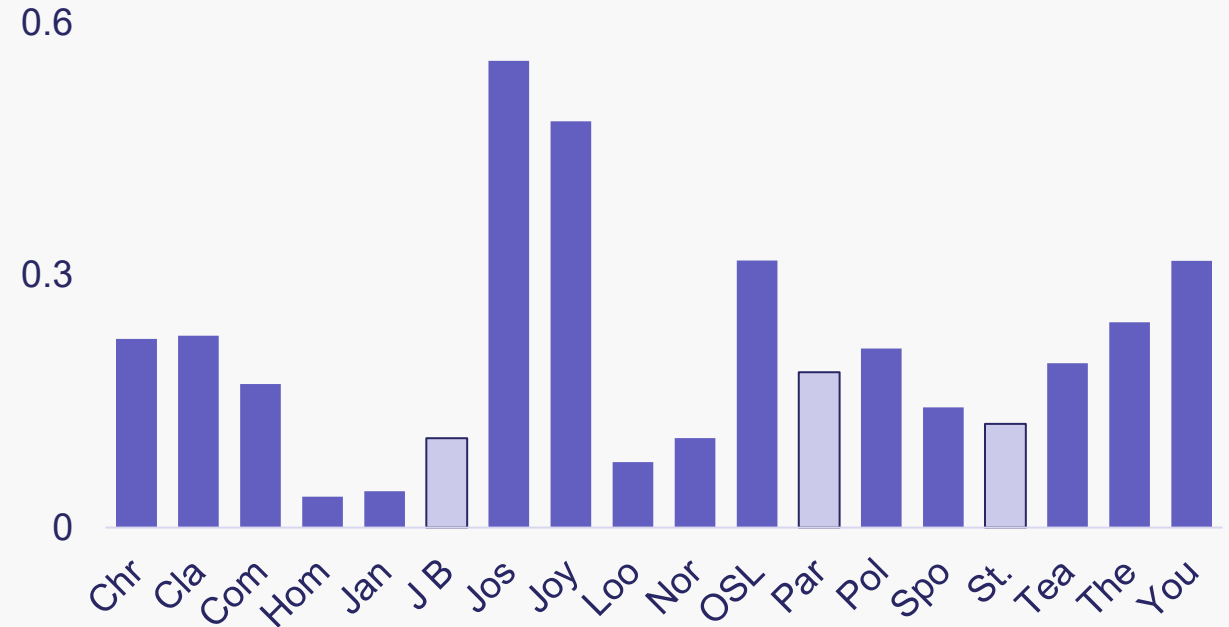
Three programs had 10 or more runaways in the past 13 months

After correcting for population size, their run rates were similar to those of other programs.

Number of Runaways by Provider, March 2025 – March 2026



Runaway Rate per 100 Youth Days by Provider, March 2025-March 2026



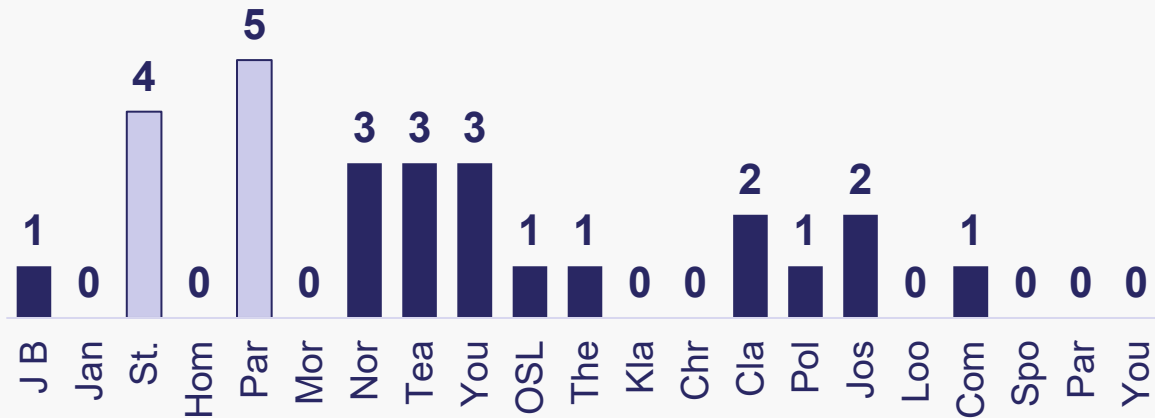


# Supplemental – Runaways by Provider, Past Quarter

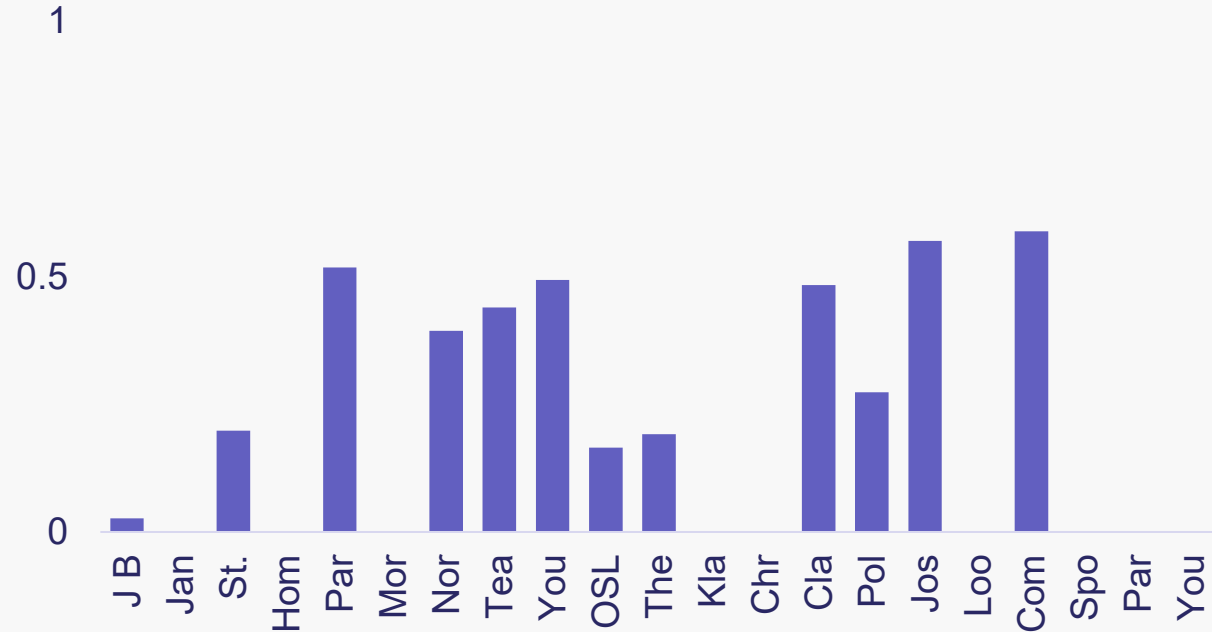
Two programs had more than 3 runaways in the first quarter of 2026

Runaway rates are similar across programs

Number of Runaways by Provider  
Jan-Mar 2026



Runaway Rate per 100 Youth Days  
Jan-Mar 2026

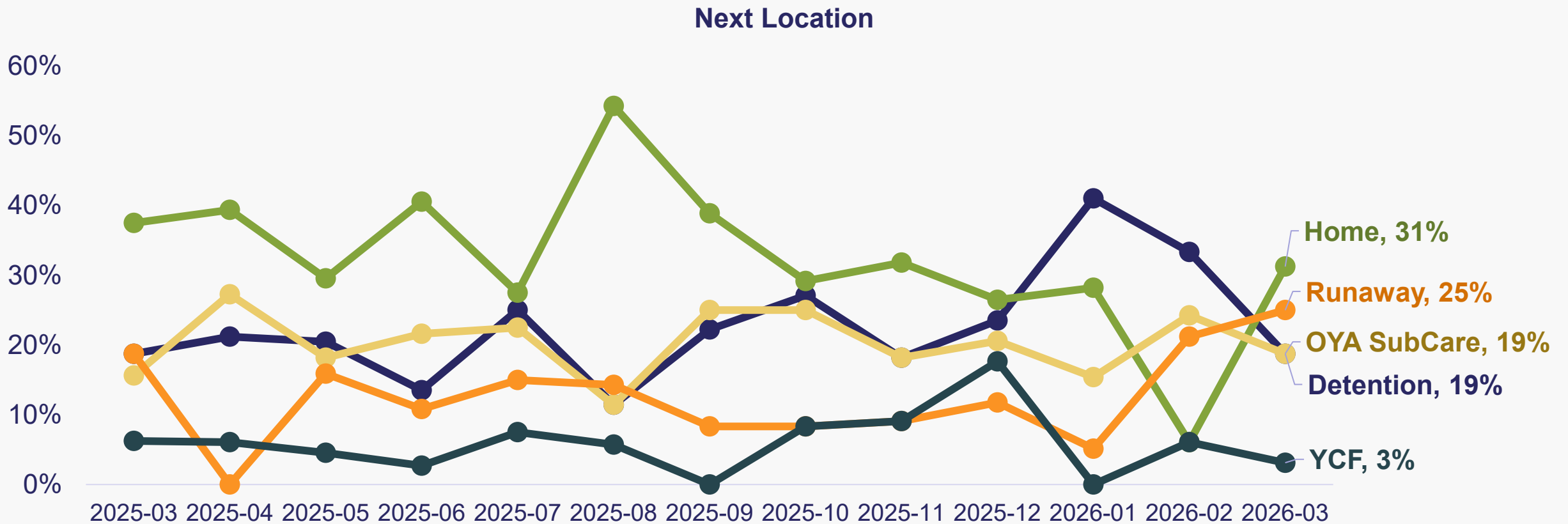


CRU Average Daily Population, March 2026 = 191



# Next Location

Of the 32 youth who left a CRU placement last month, 31% returned directly to home

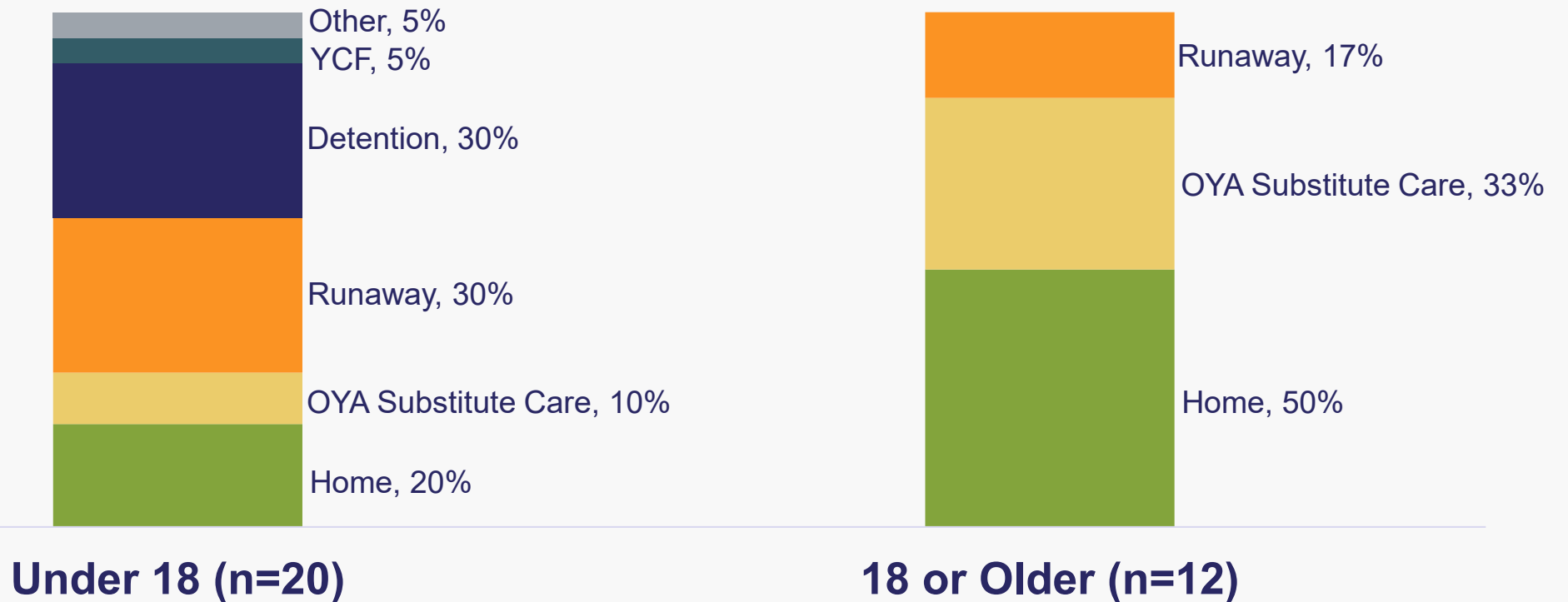




# Supplemental – Next Location by Age

Exits to home were more common among older youth

Next Location after CRU Placement  
March 2026





# Closing Updates



## High Priority Work

Is there any high-priority work happening in your department that we don't see reflected in some way in these slides?

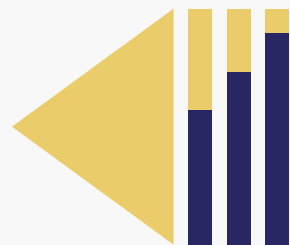


## Employee Engagement

Updates on employee engagement efforts and areas of focus.

# IMPACT

Insight | Measurement | Performance | Accountability  
Continuous Improvement | Transparency



## Help us improve

Follow QR code to provide feedback



# Supplemental – Problem Behaviors

“Problem Behaviors” = every instance in which a Problem category was assigned to a youth within a Youth Incident Report

The screenshot shows the JJIS YIR software interface for Facility YIR #350544 at MacLaren YCF on July 31, 2025. The interface is divided into several sections:

- Incident Overview:** A tree view on the left with 'Basic Information' expanded. Under 'Basic Information', 'Tanner, Suzie (Youth)' is selected, and 'Assault' is circled in yellow.
- Youth:** 'Tanner, Suzie' and 'Age at Occurrence: 14'.
- Problem:** A list of problem categories: Assault, Contraband, Escape, Major Group Disturbance, Peer Fight, Self-Harm / Suicidal Behavior, Sexual Behavior, Significant Event, and Youth Misconduct. This list is highlighted with a yellow border.
- Safety Placement:** A dropdown menu with options: Isolation, Room Lock Other, and Other.
- Restraint:** A dropdown menu with options: Physical Intervention, Restraint Chair, Defensive Tactics, Security Restraint, and Transport Blanket.
- Youth Review:** A dropdown menu with options: Injury and Youth Review.
- Medical Attention:** A dropdown menu with options: Onsite, Outside Medical Care, and Admitted to Hospital.

Buttons for 'Add', 'Add All', 'Remove', 'Print Incident', 'Print Participant', 'Next', 'Apply & Continue', 'Apply', and 'Cancel' are visible at the bottom of the interface.



# Supplemental – Injuries and Medical Attention

Injuries can be recorded for any youth or staff on the YIR  
If an injury is recorded, medical attention should be recorded as well

Medical attention can be recorded for any youth or staff on the YIR  
Medical attention can be recorded without an injury (e.g., illnesses)

Facility YIR #350544 at: MacLaren YCF on: July 31, 2025

Expand Collapse

Person Injured:

Injured By:  Self  OYA Youth  Non OYA Youth  Worker  Associate  Other

Cause of Injury:  Problem  Restraint  Transport  Horseplay  Recreation  Work Related  Youth was being supervised by Agency  Other

Note:

Last Changed By:  Date:

Incident Overview

- Basic Information
  - Tanner, Suzie (Youth)
    - Assault
    - Physical Intervention
    - Injury
    - Medical: Outside Medical
    - Worker OYA, QA (Schema)
- Reports
  - Incident Summary
  - Notification Documentation
  - Photos
  - Addendum

Facility YIR #350544 at: MacLaren YCF on: July 31, 2025

Expand Collapse

Person Received Med. Attn:

Date:  Time:

Required More Than Basic First Aid?  Yes  No

Note:

Last Changed By:  Date:

Medical Location:  Onsite  Outside Medical Care  Admitted to Hospital

Incident Overview

- Basic Information
  - Tanner, Suzie (Youth)
    - Assault
    - Physical Intervention
    - Injury
    - Medical: Outside Medical
    - Worker OYA, QA (Schema)
- Reports
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