

Update on DJJ Transformation and Continuum of Services

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**Virginia Department
of Juvenile Justice**

**Safety. Connection.
Purpose. Fairness.**



Overview

- About DJJ
- Strategic Framework / Core Principles
- Transformation and Practice Improvements
 - Implementation of 8 Evidence-Based Principles
 - Right Youth – Right Intervention – Right Time
 - Introduction of Standardized Dispositional Matrix
 - Build Out of Continuum of Services



DJJ Strategic Framework: Core Principles

- SAFETY
- CONNECTION
- PURPOSE
- FAIRNESS



DJJ Transformation

- REDUCE
- REFORM
- REPLACE
- REINVEST
- SUSTAIN



8 Evidence-Based Principles

- 1) RISK SCREENING
- 2) Enhance Intrinsic Motivation
- 3) Target Interventions
 - Risk – Need – Responsivity*
 - Dosage – Treatment
- 4) Skill Train / Use CBI
- 5) Positive Reinforcement
- 6) Support in Natural Communities
- 7) Measure Relevant Process Practices
- 8) Provide Measurement Feedback



RNR Model

RISK

WHO

Target Moderate to High Risk Offenders

NEED

WHAT

Target criminogenic needs to reduce risk for recidivism

RESPONSIVITY

HOW

Use of CBI Approaches
Match mode/style of service to client

FIDELITY

HOW WELL

Deliver probation intervention and treatment services as designed

Right Youth – Right Intervention – Right Time



Structured Decision Making Tools

- Adverse Childhood Experiences (ACE)
- Detention Assessment Instrument (DAI)
- Youth Assessment & Screening Instrument (YASI)
 - Level and Length of Supervision
 - Case Plan Development
 - Targeting of Internal and Contracted Interventions
 - Direct Care Length of Stay
- (Coming Soon) Standardized Dispositional Matrix



Standardized Disposition Matrix

HOW DOES THE SDM FUNCTION?

- Will allow DJJ to evaluate our dispositional recommendation practices.
- Will allow DJJ to compare dispositional trends over time, across Court Service Units, and localities.
- Will provide an opportunity for collaboration
- Will not replace the assessment expertise and creativity of Probation Officers.



Standardized Disposition Matrix

In 2016, NCCD conducted an analysis of youth with similar legal histories and petitioned offenses who were commitment eligible juveniles to assess the fairness, equity and reliability of our disposition recommendations.

Three key insights:

1. Inconsistent dispositions based on geography
2. Inconsistent dispositions based on race
3. Inconsistent dispositions by Court Service Units



Standardized Disposition Matrix

WHO BUILT THE SDM TOOL?

The process utilized the combined expertise of a wide range of Court stakeholders and DJJ staff.

- ❖ Judges,
- ❖ Attorneys,
- ❖ Probation Officers,
- ❖ DJJ Leaders

| Risk Level (based on YASI) | Offense Category* | | | | |
|----------------------------------|--------------------------------------|----------------------------------|----------------------|------------------|-------------------------------|
| | Class 1 Misdemeanor Non-Person | Class 1 Misdemeanor Person | Felony Non-Person | Felony Person | Violent Juvenile Felony |
| Low | Level 1 or 2 | Level 1 or 2 | Level 1 or 2 | Level 2 or 3 | Level 3 or 4 |
| Moderate | Level 1 or 2 | Level 1, 2 or 3 | Level 2 or 3 | Level 3, 4 or 5 | Level 3, 4 or 5 |
| High | Level 2 or 3 | Level 2 or 3 | Level 3 or 4 | Level 3, 4 or 5 | Level 3, 4 or 5 |

- The NCCD 2016 disposition data analysis disposition profiles were used to facilitate the SDM Tool Development workgroups.
- The work group developed the SDM tool through a consensus-building, data-informed process.



Exclusion Case Types and SDM Case Types

**Class I Misdemeanors
Felonies**

SDM PROCESS

CHINS

Current Court Process

Sex Offenses

Current Court Process

Technical Violations

Current Court Process

**Summoned
Traffic Offenses**

Current Court Process

**Gaming, Fishing,
Wildlife Offenses**

Current Court Process

**Violations of Local
Ordinances'**

Current Court Process

Circuit Court

Current Court Process



Standardized Disposition Matrix

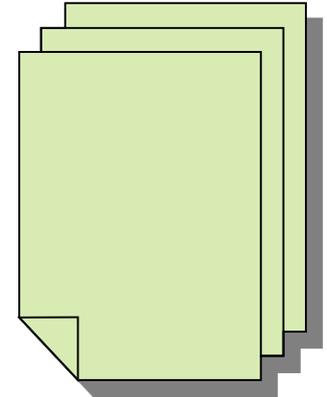
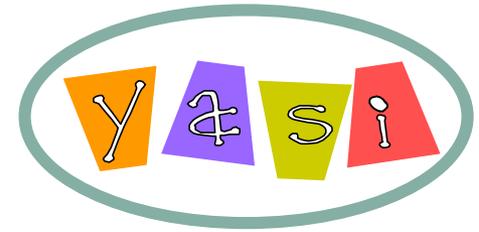
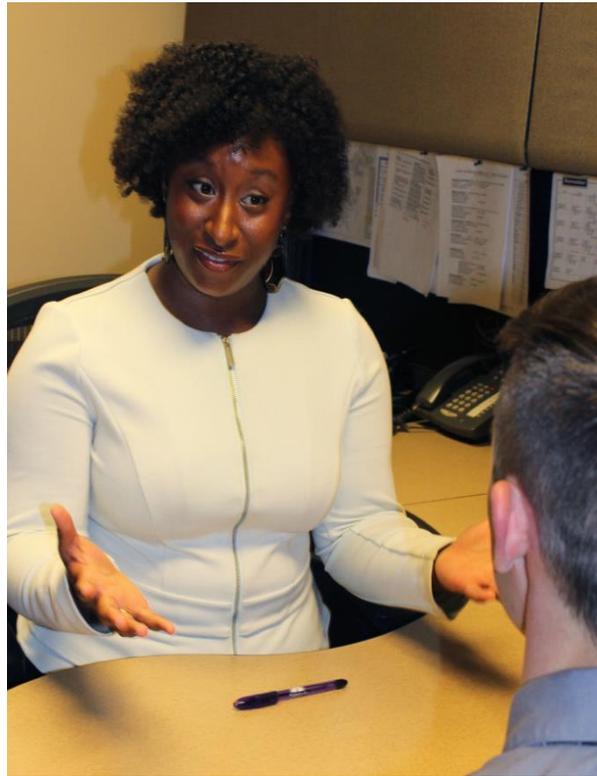
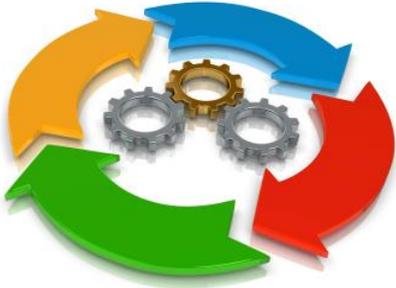
Least Restrictive To Most Restrictive Level of Supervision

| Risk Level (based on YASI) | Offense Category* | | | | |
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Standardized Disposition Matrix

WHO IS RESPONSIBLE



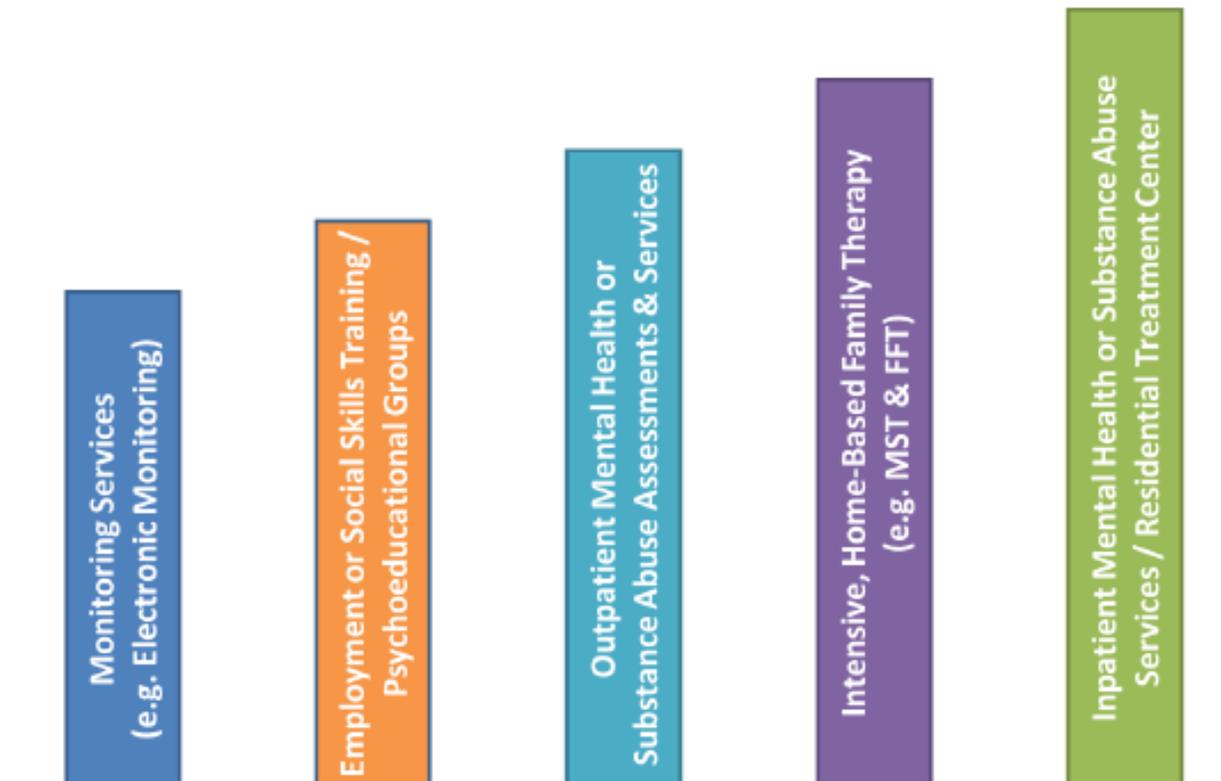
PROBATION OFFICERS



DJJ's Growing Continuum of Programs and Services

Continuum of Contracted Services and Interventions

(Funded by VJCCCA, CSA, and Medicaid and Contracted through DJJ's Regional Service Coordination Model)





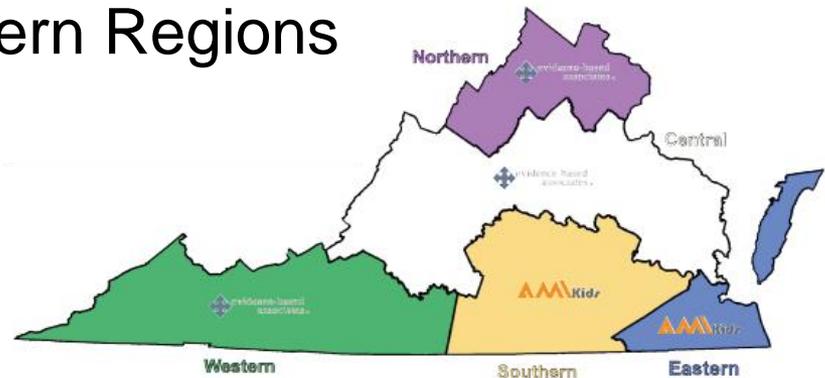
DJJ's Growing Continuum of Programs and Services

- VJCCCA
 - Diversion / Early Intervention
 - Pre-Adjud./Pre-Dispo (Detention Alternatives)
- CSU Delivered Interventions
 - Diversion plans executed by Intake
 - CBIs delivered by CSUs
- MOAs: Government to Government
 - CSB Positions at 20 CSUs
 - CPPs and Detention Re-Entry
- Regional Service Coordination Service Delivery Model
 - Array of contracted services for juvenile on probation/parole
 - Residential for age 18+ and in direct care status/direct care step-down

RSC Service Delivery Model



- In January 2017, DJJ launched a new service delivery model to process referrals for portions of a statewide continuum of services.
- No longer contract directly with providers
- Hired two companies to serve as regional service coordinators.
- AMI: Eastern and Southern Regions
- EBA: Northern, Central, Western Regions



RSC Service Delivery Model



Goals:

- Eliminate “Justice By Geography” / Ensure Basic Service-Provision
- Expand the Provider Network
- Increase Providers Across a Continuum of Evidence
(innovative → emerging → promising → effective → exemplary)
- Introduce Additional Family-Based Models
- Transfer Service Coordination Responsibilities from DJJ Staff
- Improve Efficiency of Processes
- Increase Capacity to Monitor Compliance and Quality

RSC Service Delivery Model



- Regional Service Coordination Role Includes:
 - Contracts with a Network of Direct Service Providers
 - Service Coordination and Centralized Referral Processing
 - Centralized Billing and Reporting
 - Service Gap Analysis
 - Implementation of New Services
 - Implementation of Evidence-Based Models
 - Developing and Tracking Performance Measures
 - Conducting Quality Assurance Monitoring of Providers



RSC Service Delivery Model

- Community-Based Services Primarily for Youth on Probation / Parole
 - Assessments
 - Case Management
 - Monitoring Services
 - Non-Clinical Services
 - Clinical Services (across a Spectrum of Evidence)
- Residential Services for Committed Youth and Paroled Youth Age 18+
 - Residential Treatment Centers (9) and Group Homes (8)
 - Independent Living



RSC Service Delivery Model Update

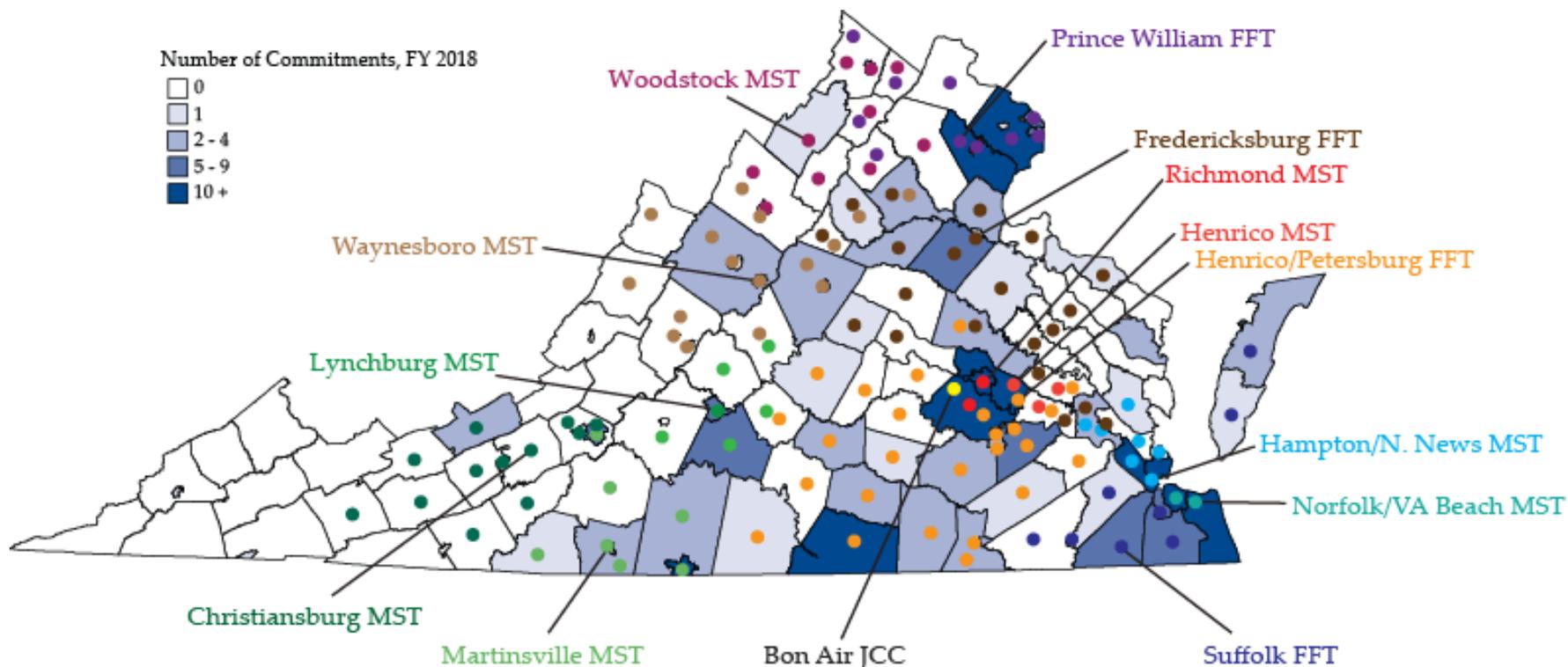
- Direct Service Providers (DSPs): More than 150 DSPs are part of the RSC provider network
- Referrals Processed: FY 2018, 2,333 referral packets processed
- MST and FFT Available in 85%) jurisdictions
- TF-CBT: Available in at least 72% jurisdictions
- HFW: Available in at least 88% jurisdictions
- Placement Options: At least 8 group homes and 9 residential treatment centers available as contracted direct care placements

Introduction of Evidence-Based Models of Family Intervention: MST & FFT



- Prior to October 1, 2017:
 - Multi-Systemic Therapy (MST) was available in only two localities
 - Functional Family Therapy (FFT) was not available in Virginia.
- During the last quarter of CY'17, DJJ launched 6 MST teams & 4 FFT teams.
 - RFPs written and published to select providers
 - 12 teams statewide (10 DJJ launched teams and two existing teams)
 - DJJ provided start-up funds for training and licensing
 - reach 112 of 133 localities statewide (90 min catchment area)
 - in addition to DJJ's launch, Horizon CSB relaunched a MST team (#13)
 - combined daily capacity to serve nearly 300 families.
 - Variable utilization across teams; statewide utilization 74%
 - Protocols established for access by non-DJJ funders

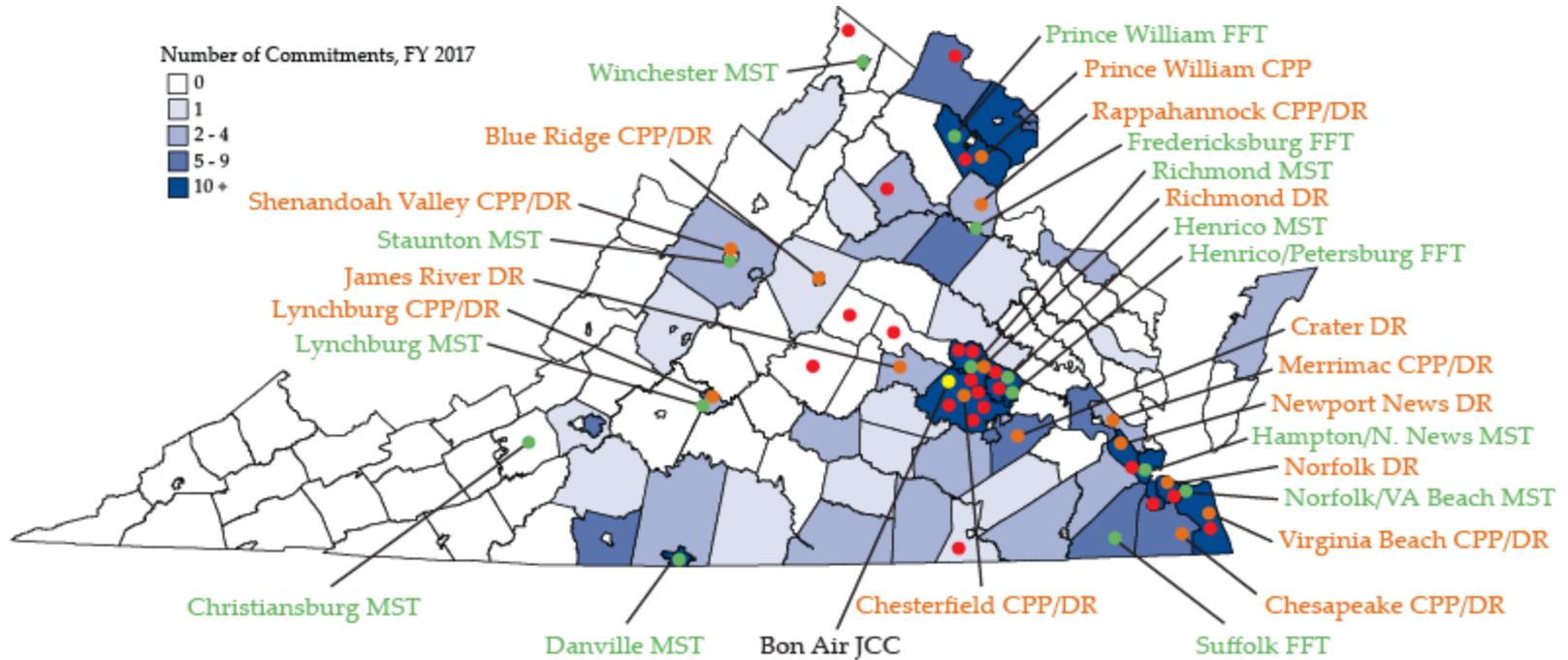
Map of MST and FFT Locations, FY 2018



* Other EBPs available through the RSC Model include: HFW and TFCBT



Direct Care Alternative Placement Options



GHs / Res. Tx.

ChildHelp - Culpeper
 Community Solutions - VA Beach
 Elk Hill Farm - Goochland
 Elk Hill (Amani House) - Chesterfield
 Elk Hill (Spring Garden) - Fluvanna
 Hallmark Youth Care - Henrico
 Harbor Point Beh. Health - Portsmouth

Intercept (Baby Steps) - Chesterfield
 Intercept (Fresh Start) - Chesterfield
 Intercept Youth Services - Richmond
 Jackson Feild Beh. Health - Greensville
 Life Services Inc./New Haven - Henrico
 Newport News Beh. Health - N. News
 North Spring Beh. Health - Loudoun

Paramount Youth Services - Norfolk
 St. Joseph's Villa (Crisis Center) - Henrico
 Timber Ridge School (Level C) - Frederick
 UMFS (Level C) - Richmond
 VA Home for Boys & Girls (DSS lic.) - Henrico
 VA Keys School (DSS/DOE lic.) - Buckingham
 Youth for Tomorrow - Prince William



Next Steps

- Continued Focused on Evidence-Based Principles
- Service Continuum
 - Service Gap Analysis / Potential Expansion
 - Identify Additional EB Models for Adoption (Data-Driven / Strategic Selection)
 - Focus on QI / QA and Fidelity Monitoring
- Additional Opportunities for Cross-Agency Partnerships and Collaboration
 - FFPSA
 - DBHDS Redesign

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