


Performance-based Standards

Division of Child and Family Services (DCFS)
Juvenile Justice Services (JJS)
Statewide Policy

POLICY NUMBER:	DCFS/JJS 100.14
EFFECTIVE DATE:	September 12, 2022
APPROVED BY:	Sharon Anderson, Deputy Administrator – DCFS 
DATE:	09/08/2022
SUPERSEDES:	DCFS/JJS 100.14 effective July 15, 2019
APPROVED BY:	Dr. Cindy Pitlock, Administrator – DCFS 
DATE:	09/26/2022
REFERENCES:	Performance-based Standards (PbS) – PbS Program Forms: Facility Improvement Plan, Outcome Measures, Administrative Form, Youth Climate and Reentry Surveys, Staff Climate Surveys, Family Surveys, Incident Reports, Unit Logs, Youth Records
ATTACHMENTS:	None

I. SUMMARY

The Division of Child and Family Services (DCFS) participates in the evidence-informed Performance-based Standards (PbS) program at all three DCFS juvenile justice facilities to ensure continuous quality improvement guided by national standards in operations, services, and programs, to provide the best support for youth, staff, and families.

II. PURPOSE

To provide guidance on how to participate in the Performance-based Standards program and how to use PbS data to improve facility practice.

III. DEFINITIONS

As used in this document, the following definitions shall apply:

- A. Aftercare Manager: Youth Parole Counselor assigned to a youth for community supervision after they are released from a facility.

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- B. Agency Coordinator: The person designated as the liaison to oversee the DCFS *PbS* program, serving as the connection between the facility and agency management staff, including the Administrator, Deputy Administrators, Chief of Parole, Social Services Chief, and Quality Assurance Specialist.
- C. Data Collection Period: For the April data collection, the data collection period is November 1 to April 30. For the October data collection, the data collection period is May 1 to October 31.
- D. Facility Administrator: The superintendent of Caliente Youth Center, Nevada Youth Training Center, and Summit View Youth Center.
- E. Facility Improvement Plan: A document identifying specific areas in need of improvement, with action steps to make improvements and outcome measures to measure improvements.
- F. Final Reports: The full series of reports available to each facility and the agency after each data collection month; available in June for the April data collection period and December for the October data collection period.
- G. Omnibus: A report at the agency and facility levels with four quadrants showing where the facilities and their critical outcome measures fall as compared to the *PbS* field average and the facility's last data collection period.
- H. Outcome Measures: The rate or frequency of occurrences which indicate the extent to which the *PbS* performance standards are being met. These are objective, consisting of data gathered from standardized forms and surveys.
- I. *PbS* Team: A group of staff from diverse specialty areas within each facility, appointed by the Site Coordinator and superintendent, who train staff, participate in data entry activities, and take part in the planning, development, and implementation of facility improvement plans.
- J. Performance-based Standards (*PbS*): A data-driven improvement model grounded in research which holds juvenile justice agencies, facilities, and residential care providers to the highest standards for operations, programs, and services.
- K. Performance Profile: A facility specific report providing the facility's percentage of adherence to the *PbS* field average, the status of the facility's improvement plan, and the performance levels of all outcome measures.
- L. Site Coordinator: The person designated by the superintendent at each facility to lead the *PbS* Team, data collection, and improvement efforts, as well as ensure the *PbS* program is properly implemented and integrated throughout facility operations.

IV. GENERAL REQUIREMENTS

- A. Site Coordinators and/or the facility training officer shall be responsible for ensuring all new hires receive training in an overview of *PbS*.
 - 1. The *PbS* training curriculum shall be provided by the Agency Coordinator.
- B. The Agency Coordinator or Site Coordinators shall provide all appropriate staff access to each facility's *PbS* web-based portal to participate in data collection and review *PbS* data.

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V. DATA COLLECTION

- A. Twice a year, in April and October, data shall be collected and aggregated by facility staff and entered in the *PbS* web-based portal, resulting in point-in-time reports on performance in the following areas:
1. Order
 2. Safety
 3. Security
 4. Health
 5. Behavioral Health
 6. Programming
 7. Family
 8. Justice
 9. Reintegration
- B. Data is collected within the following *PbS* documents:
1. Administrative Form – 1 per facility
 2. Youth Climate Surveys – 30 randomly selected youth
 3. Staff Climate Surveys – 30 randomly selected staff
 4. Youth Reentry Survey – from each youth discharged during the data collection period
 5. Family Surveys – from the family of every youth discharged during the data collection period
 6. Incident Reports – from each reportable incident occurring during the data collection month
 7. Unit Logs – one for each living unit for at least seven consecutive days
 8. Youth Records – 30 randomly selected youth
 9. Facility Design – updated as needed
 10. Incident Reporting, Definitional Compliance, and Comprehensive Reporting (IRDCCR) – updated every three years or when there is a new Facility Administrator or Site Coordinator
- C. Data is collected from areas of administration, education, homelife/living units, mental health, medical, and parole (aftercare managers).
- D. The inclusion criteria for the sample of youth for the *PbS* Youth Records is defined as:
1. If more than 30 youth were released during the data collection period, the *PbS* Random Number Generator shall be used to identify the 30 youth for inclusion in the sample.
 2. If less than 30 youth were released during the data collection period, every youth released from the facility during the data collection period shall be used in the sample.
- E. The Agency Coordinator and Site Coordinators shall participate in the *PbS* Pre-Data Collection Distance Learning Webinar and *PbS* Post-Data Collection Distance Learning Webinar before and after each data collection period, to learn about changes and announcements.

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- F. Site Coordinators shall assign facility staff who have familiarity with the data they are responsible for entering into the *PbS* web-based portal (i.e., the data is part of their primary job duties), ensuring availability and accuracy of the data.
- G. Each data collection month, Youth Parole Counselors, with youth on their caseload who are included in the *PbS* sample, shall provide requested aftercare information to the Agency Coordinator.
 - 1. The Agency Coordinator shall enter this data into the *PbS* web-based portal.
- H. The Agency Coordinator, Site Coordinators, and Facility Administrators shall be responsible for ensuring all *PbS* data entry deadlines are met.
- I. Where available, facilities shall complete their youth, staff, and family surveys through *PbS* electronic kiosks.
 - 1. If kiosks are not available or not functioning, facilities shall complete their surveys on paper and provide them to the Site Coordinator or designated staff responsible for entering them into the *PbS* web-based portal.
- J. When available, Incident Reports and Youth Record data shall be electronically transferred between the DCFS web-based case management system and the *PbS* web-based portal through the Application Programming Interface (API) program, to reduce data entry redundancies for facility staff.
 - 1. When data is not able to be transferred using the API program, staff will manually enter data into the *PbS* web-based portal.

VI. DATA ANALYSIS

- A. The Agency Coordinator shall distribute *PbS* Final Reports to the DCFS Administrator, Deputy Administrator, Social Services Chief, mental health supervisors, Director of Nursing, parole staff, Quality Assurance Specialist, and other administrative personnel per their area of responsibility once available after each data collection period.
- B. Site Coordinators shall distribute *PbS* reports to the superintendent, assistant superintendent, mental health and medical staff, and all other facility staff per their area of responsibility.
- C. Site Coordinators shall make available to facility staff, at a minimum, the most recent facility Omnibus and Critical Outcome Measures.
 - 1. Staff shall be updated regarding the facility's performance after each data collection period, including discussion to facilitate an understanding of how outcome measures are tied to staff's day-to-day job responsibilities.
- D. Reports shall be used to determine areas in need of improvement; areas of strength or regression; youth, staff, and family satisfaction and needs; and areas of importance for future improvement planning.
- E. The Agency Coordinator and *PbS* Coach shall coordinate and schedule a debriefing for each facility within 30 days after the *PbS* final reports are available. The debriefing shall be attended

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by the Agency Coordinator, Site Coordinators, Facility Administrators, and Deputy Administrator.

1. The debriefing shall include a review of reports (Performance Profile, Omnibus), the current Facility Improvement Plan, areas of improvement and concern, and a discussion of future improvement planning.

VII. FACILITY IMPROVEMENT PLAN

- A. Each facility, at the direction of the Site Coordinators and Facility Administrator, with recommendations from the Agency Coordinator, Quality Assurance Specialist, and Deputy Administrator, shall develop, maintain, or revise their Facility Improvement Plan after each data collection period, based on analysis of data.
 1. These plans are due each January following the October data collection period and each July following the April data collection period.
 2. It is recommended to have no more than four outcome measures at a time in the plan.
- B. Outcome measures shall be identified and prioritized based on analysis of the results.
 1. Each outcome measure included in the Facility Improvement Plan shall have associated action steps assigned to the individual(s) responsible, to ensure measurable and meaningful action is taken.
- C. Each facility shall develop and actively work on a Facility Improvement Plan during the six months in between each data collection month, revising action steps as necessary.
- D. The Facility Administrator shall schedule a meeting with the DCFS Administrator to review results and the corrective action items to be included in the next Facility Improvement Plan if any of the following criteria are met:
 1. The facility's aggregate critical outcome measures on the Agency Omnibus fall below the field average or the previous data collection for two consecutive data collection periods.
 2. The facility's aggregate critical outcome measures on the Agency Omnibus fall below the field average and fall below the previous data collection period in the same data collection period.
 3. The facility's aggregated critical and non-critical outcome measures score falls below 50% of the field average in any data collection period.
- E. The Agency Coordinator and Site Coordinators shall be responsible for making at least one comment on the status of the Facility Improvement Plan on the *PbS* web-based portal every 60 days.
- F. Facility Administrators shall be responsible for making at least one comment on the status of the Facility Improvement Plan in the *PbS* web-based portal during each data collection month.
- G. The Agency Coordinator, Site Coordinators, and Facility Administrator shall be responsible for ensuring all *PbS* Facility Improvement Plan activity deadlines are met.

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- H. The Agency Coordinator and Site Coordinators may complete check-ins, at least quarterly, to discuss:
 - 1. Status and progress of the Facility Improvement Plan and actions steps
 - 2. Plan for next data collection period
 - 3. Communicating *PbS* information
 - 4. Problem solving issues as they occur
 - a. This meeting will be documented in the comments section of the Facility Improvement Plan on each of the facility's *PbS* web-based portal.
- I. Site Coordinators shall be responsible for maintaining an internal *PbS* Team who are in regular contact and meet formally, at least quarterly, to:
 - 1. Work on the Facility Improvement Plan and action steps
 - 2. Assign tasks
 - 3. Track progress

VIII. FACILITY VISIT/REVIEW

- A. The Agency Coordinator and *PbS* Coach shall be responsible for conducting an onsite visit and review of each facility, annually or as deemed necessary by *PbS*, to ensure the accuracy of data.

IX. STANDARD OPERATING PROCEDURES

- A. Each facility shall create Standard Operating Procedures consistent with this policy to include, but not limited to specific processes related to:
 - 1. Data collection activities, including:
 - a. Securing access to the *PbS* web-based portal for identified staff
 - b. Preparation for data collection, to include process for identifying youth sample
 - c. Position(s) responsible for data collection
 - d. Activities before, during, and after the data collection month, to include participation in webinars, check-in meetings, updating information in the *PbS* web-based portal, meeting data entry deadlines
 - 2. Data analysis, including what reports will be reviewed, the position(s) tasked with review, and the response to data outcomes.
 - 3. Establishing a review team and what positions are on the team, to review the *PbS* Family Survey responses 30 days after each *PbS* review is final.
 - 4. Procedures for continuous quality improvement, including:
 - a. The development, maintenance, or revision of a Facility Improvement Plan after each data collection period
 - b. The position(s) responsible for the Facility Improvement Plan
 - c. The position(s) included on the *PbS* Team
 - d. Training staff on the facility's performance after each data collection period

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- B. The Youth Parole Bureau shall create Standard Operating Procedures consistent with this policy to include providing requested aftercare information to the Agency Coordinator for youth on parole included in the collection sample for each data collection period.
- C. This policy shall be reviewed annually.