


Performance-based Standards

DIVISION OF CHILD AND FAMILY SERVICES Juvenile Justice Services STATEWIDE POLICY	
SUBJECT:	Performance-based Standards (PbS)
POLICY NUMBER:	DCFS/JJS 100.14
EFFECTIVE DATE:	September 28, 2020
APPROVED BY:	Kathryn Roose, Deputy Administrator – Division of Child and Family Services
DATE:	08/18/2020
SUPERSEDES:	DCFS/JJS 100.14 effective July 15, 2019
APPROVED BY:	Ross Armstrong, Administrator – Division of Child and Family Services 
DATE:	
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-based Performance-based Standards (PbS) program at all three DCFS juvenile justice facilities and the Youth Parole Bureau 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 practices.

III. DEFINITIONS

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

- A. Aftercare Manager: The Youth Parole Counselor assigned to a youth for community supervision after they are released from a facility.
- B. Agency Coordinator: The person designated as the liaison to oversee the DCFS PbS program, serving as the connection between each facility and agency upper management staff, including the Administrator, Deputy Administrators, Chief of Parole, and Social Services Chief.
- C. Facility Administrator: The Superintendent of a facility.
- D. Facility Improvement Plan: A document identifying specific areas in need of improvement, with action steps to make improvements and outcome measures to measure improvements.

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- E. 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 each facility's last data collection period.
- F. 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.
- G. *PbS* Team: A group of staff from diverse specialty areas within each facility, appointed by the Site Coordinator and/or Superintendent, who train staff, participate in data entry activities, and take part in the planning, development, and implementation of Facility Improvement Plans.
- H. Performance-based Standards (*PbS*): A data-driven improvement model grounded in research holding juvenile justice agencies, facilities, and residential care providers to the highest standards for operations, programs, and services.
- I. 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 level of all outcome measures.
- J. Site Coordinator: The person designated by the Superintendent at each facility to lead the *PbS* Team and improvement effort and to ensure the *PbS* program is properly implemented and integrated throughout facility operations.
- K. Tyler Supervision: The web-based case management software system utilized by DCFS.

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 page to participate in data collection and review *PbS* data.

V. DATA COLLECTION

- A. Twice a year, in April and October, data shall be collected and aggregated by facility staff and entered into the *PbS* website resulting in point-in-time reports on performance in the operational, program, and service areas of the following:
 - 1. Order
 - 2. Safety
 - 3. Security
 - 4. Health
 - 5. Behavioral Health
 - 6. Programming
 - 7. Family
 - 8. Justice
 - 9. Reintegration

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- B. Data is collected within the following *PbS* documents:
 - 1. Administrative Form
 - 2. Youth and Staff Climate Surveys
 - 3. Youth Reentry Survey
 - 4. Family Surveys
 - 5. Incident Reports
 - 6. Unit Logs
 - 7. Youth Records

- C. Data is collected from areas of administration, education, homelife, mental health, medical, and parole.

- D. The inclusion criteria for *PbS* data collection is as follows:
 - 1. If more than 30 youth were released during the data collection month, a Random Number Generator with all applicable youth may be used to identify 30 records.
 - 2. If less than 30 youth were released during the data collection month, records for youth released from the facility in the prior six months should be entered until a total of 30 released youth records are entered.
 - 3. If less than 30 youth were released during the last six months, each released youth record should be entered for the timespan.

- E. 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 upcoming changes and announcements.

- F. Site Coordinators shall assign facility staff who have familiarity with the data they are responsible for entering into the *PbS* website (i.e., the data is part of their primary job duties), ensuring availability and accuracy of the data.

- G. Youth Parole Counselors (Aftercare Managers) with youth on their caseload selected for a *PbS* sample shall provide aftercare information for each Youth Record to the Agency Coordinator or Site Coordinators.

- H. 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 and staff surveys through *PbS* electronic kiosks.
 - 1. If kiosks are not available or not functioning, facilities shall complete their youth and staff surveys on paper and provide them to Site Coordinators.

- J. Where available, parole shall complete family surveys through *PbS* electronic kiosks.
 - 1. If kiosks are not available or not functioning, parole shall complete their family surveys on paper and provide them to Site Coordinators.

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- K. Youth being released from community supervision shall be provided the opportunity to complete the youth reentry survey again to capture their input on parole services.
 - 1. A paper survey shall be used, then provided to the Agency Coordinator for input into the *PbS* website.
- L. When available, Incident Reports and Youth Record data shall be electronically transferred between Tyler Supervision and the *PbS* website through the Application Programming Interface (API) program, to reduce data entry redundancies for facility staff. Otherwise, data shall be entered manually into the *PbS* website.

VI. DATA ANALYSIS

- A. Agency Coordinator shall distribute *PbS* reports to the DCFS Administrator, Deputy Administrators, Social Services Chief, Mental Health Supervisors, Director of Nursing, Parole staff, QA Specialist, and other administrative personnel per their area of responsibility.
- 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 on the results after each data collection period, including to facilitate an understanding of how outcome measures are tied to their day-to-day job duties.
- 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. Agency Coordinator, Site Coordinators, Facility Administrators, and Deputy Administrators shall participate in a post-data collection debriefing with the *PbS* Coach to review reports, areas of improvement and concern, and to discuss future improvement planning after each data collection period, within 30 days after the *PbS* final reports are available.

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 Administrators, shall develop, maintain or revise their Facility Improvement Plan after each data collection period, based on their results.
 - 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 in the plan.
- B. Outcome measures shall be identified and prioritized based on analysis of the reports.

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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 actively work on the Facility Improvement Plan between each data collection period, revising action steps as necessary.
- D. The facility Superintendent shall schedule a meeting with the 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. 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* website every 60 days.
- F. Facility Administrator shall be responsible for making at least one comment on the status of the Facility Improvement Plan on the *PbS* website during each data collection period.
- G. Agency Coordinator, Site Coordinators, and Facility Administrator shall be responsible for ensuring all *PbS* Facility Improvement Plan activity deadlines are met.
- H. Agency Coordinator and Site Coordinators shall meet, 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 shall be documented in the comments section of the Facility Improvement Plan on each of the facility's *PbS* website.
- I. Site Coordinators shall be responsible for maintaining an internal *PbS* Team who are in regular contact and meet formally, at least quarterly, on the status of the Facility Improvement Plan and action steps, to assign tasks and 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 accuracy of data.

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IX. STANDARD OPERATING PROCEDURES

- A. Each facility and the Youth Parole Bureau shall establish Standard Operating Procedures consistent with this policy to include, but not limited to specific processes related to:
 1. Data collection activities, including:
 - a. Preparation for data collection
 - b. Persons responsible for data collection
 - c. Activities after the data collection month
 2. Data analysis, including what reports shall be reviewed, the person(s) tasked with review, and the response to data outcomes, including the establishment of a review team and what person(s) are on this team, to go over the *PbS* Family Survey responses 30 days after each *PbS* review is final.
 3. Procedures for continuous quality improvement, including:
 - a. The development, maintenance, or revision of the Facility Improvement Plan after each data collection period
 - b. The person(s) responsible for the Facility Improvement Plan
 - c. The person(s) included on the *PbS* Team.