

**Children, Youth & Families Department**  
Juvenile Justice Services Facilities Capacity, *Cambiar* Implementation and Outcomes  
Legislative Health and Human Services Committee  
Monday, November 16, 2015

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**CYFD Mission:** Improve the quality of life for our children

**JJS Mission:** Keep clients and public safe and prepare clients to be contributing members of society

***Cambiar*:** A commitment to rehabilitation and the continuous improvement of our juvenile justice system

**Bringing *Cambiar* to Life:**

- Changes to the size, look and feel of living units (max 12 clients per unit, 1:8 day 1:12 night staffing ratio)
- Emphasis on positive peer culture and conflict resolution through communication not force
- Staffing changes: Shift from JCOs to YCS, Behavioral Health Therapists assigned to each unit, greater emphasis placed on MDTs
- Establishment of transition services to assist clients with successful reintegration back into their respective communities
- Policy revisions regarding the use of force and isolation
  - *Incident Review Committee (IRC): Responsible for reviewing all incidents in their facility, providing a report on their review with findings and recommendations to superintendent*
  - *No Separation Policy (implemented in Nov 2013)*
- Implementation of systems to investigate abuse and to file grievances
  - *Stand Alone Procedure: SAP 02*
  - *Grievance Officers*
- Continuous Quality Improvement Processes
  - *Office of Quality Assurance*
  - *PbS*

**Additional Dynamics Impacting Our Facilities:**

- ACLU agreement
- JDAI diverting lower needs juveniles
  - *Level of acuity much higher for current clients*
- The Prison Rape Elimination Act (PREA) mandates correctional agencies to adhere to a zero-tolerance standard for the incidence of inmate sexual assault and rape, the development of standards for detection, prevention, reduction, and punishment of prison rape, and the collection and dissemination of information on the incidence of prison rape.
- FY15 Q4: AGE: 14-15 (5%); 16-17 (48%); 18+ (47%)  
FY16 Q1: AGE: 14-15 (5%); 16-17 (43%); 18+ (52%)
- Female population at highest level since FY08
- Longer sentences or more :
  - *Trends are showing an increase in the actual amount of bed days.*
  - *Slight upward trend in the number of clients who are receiving multiple commitments*

### Measuring Success:

- Increased time by senior management in facilities
- Performance-based Standards (PbS): Federal data-driven improvement model grounded in research that allows us to compare us vs other states
  - *safety, security, order, health/mental health, programming, reintegration and justice.*
- Improve internal QA process
- LFC Report Card

### Next Steps:

- Continue operationalizing Cambiar through policies and procedures that support a sense of accountability and incentives for clients
  - *Use of Force (October 2015)*
  - *Dress Code (November 2015)*
  - *Room Restriction (November 2015)*
  - *Disciplinary Process (December 2015)*
  - *Incentive / Contingency Management (December 2015)*
  - *Grievance Procedure (January 2016)*
  - *PREA Procedures (March 2016)*
- Develop intentional training, accountability, and support for staff to ensure that they have the proper tools
  - *Handle with Care Training*
  - *Verbal De-escalation*
  - *Disciplinary policy for clients to include rewards and sanctions*
- Staffing
  - *appropriate levels (to maximize safety and efficiency and to minimize OT)*
  - *appropriate hiring practices (implementation of Rapid Hire in JJS)*
  - *appropriate training (to ensure staff possess skills for success)*
- Advance implementation of PREA: We are beginning our second round of training for all facilities staff, conducting site evaluations and preparing for audits.
- Increase programming opportunities
  - *Build out a volunteer coordinator program)*
  - *Establish a top notch NMAA program (Basketball and Wrestling practice to begin Nov 2015 and games/matches in January)*
  - *Vocational education*
  - *Focus programming on life skills and trades that will assist with reintegration into society*
- Build out more intensive, deliberate approach to reintegration/transitions
  - *Reintegration centers have moved to the Field*
  - *Budget: \$648,700 in FY14, \$870,100 in FY15 and \$1,144,923 in FY16*
    - *Our budget has increased because in FY15-16 we have added 4 new transition workers in an effort to serve more youth (11 staff to 15 staff). Additionally, the contractual budget (flex funds) for transition services was increased.*