Strengthening Families Practice Model

- **Core concepts/strategies**
  - Child and family permanency teeming
  - Family engagement
  - Trauma informed practice
  - Family centered assessments
  - Purposeful visitation
  - Effective case planning
  - Leadership, management and supervision

- **Desired outcomes**
  - Improved child well-being
  - Prevention (fewer families need DCF services)
  - Children remain safely at home, whenever possible
  - Youth who must come into DCF care achieve permanency in a timely fashion
  - Youth who transition from DCF are better prepared for adulthood
Snapshots of the DCF JJ Universe

New Delinquency Commitments by Age

<table>
<thead>
<tr>
<th></th>
<th>SFY08</th>
<th>SFY09</th>
<th>SFY10</th>
<th>SFY11</th>
<th>SFY12</th>
<th>SFY13</th>
<th>SFY14</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;18</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>17</td>
<td></td>
<td>3</td>
<td>3</td>
<td>26</td>
<td>26</td>
<td>64</td>
<td>66</td>
</tr>
<tr>
<td>16</td>
<td>47</td>
<td>38</td>
<td>55</td>
<td>89</td>
<td>79</td>
<td>69</td>
<td>49</td>
</tr>
<tr>
<td>13-15</td>
<td>167</td>
<td>167</td>
<td>114</td>
<td>83</td>
<td>72</td>
<td>64</td>
<td>76</td>
</tr>
<tr>
<td>&lt;13</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

Source: Condoit
Snapshots of the DCF JJ Universe

New Delinquency Commitments by Race/Ethnicity

Source: Condoit
Snapshots of the DCF JJ Universe

Juvenile Justice Youth Served
By Serious Juvenile Offense (SJO) Status

Source: Condoit
Overall Placement Types

Placement Types

Point in Time

Source: Condoit
Overall Placement Types

Out of State RTC Admissions - JJ Involved Youth

Source: Value Options
CJTS: Population

Source: Condoit

<table>
<thead>
<tr>
<th>Date</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/31/2014</td>
<td>141</td>
</tr>
<tr>
<td>2/28/2014</td>
<td>142</td>
</tr>
<tr>
<td>3/31/2014</td>
<td>141</td>
</tr>
<tr>
<td>4/30/2014</td>
<td>146</td>
</tr>
<tr>
<td>5/31/2014</td>
<td>156</td>
</tr>
<tr>
<td>6/30/2014</td>
<td>144</td>
</tr>
<tr>
<td>7/31/2014</td>
<td>145</td>
</tr>
<tr>
<td>8/31/2014</td>
<td>121</td>
</tr>
<tr>
<td>9/30/2014</td>
<td>109</td>
</tr>
</tbody>
</table>
Placements Types: Point in Time 2014

Source: Condoit
Outcome Measures - Discharges
Residential Treatment Centers - In State

ValueOptions Performance Improvement Center
In-State RTCs: Juvenile Justice and Dually Committed Youth Discharge Residence
January 1, 2012 - June 30, 2014

<table>
<thead>
<tr>
<th></th>
<th>Q1 &amp; Q2 '12</th>
<th>Q3 &amp; Q4 '12</th>
<th>Q1 &amp; Q2 '13</th>
<th>Q3 &amp; Q4 '13</th>
<th>Q1 &amp; Q2 '14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Discharges</td>
<td>63</td>
<td>71</td>
<td>69</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Less Restrictive Placement</td>
<td>63.5%</td>
<td>56.3%</td>
<td>46.4%</td>
<td>51.6%</td>
<td>54.8%</td>
</tr>
<tr>
<td>Equal or More Restrictive Placement</td>
<td>33.3%</td>
<td>33.8%</td>
<td>40.6%</td>
<td>45.2%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Unknown Placement</td>
<td>1.6%</td>
<td>5.6%</td>
<td>7.2%</td>
<td>0.0%</td>
<td>9.7%</td>
</tr>
<tr>
<td>AWOL</td>
<td>1.6%</td>
<td>4.2%</td>
<td>5.8%</td>
<td>3.2%</td>
<td>12.9%</td>
</tr>
</tbody>
</table>

Source: Value options
Outcome Measures – Readmissions
Residential Treatment Centers

ValueOptions Performance Improvement Center
Admissions to Same and/or Higher Level of Care within 365 days of discharge from In-State RTCs
Juvenile Justice & Dually Committed Youth; January 1, 2012 - June 30, 2013

<table>
<thead>
<tr>
<th></th>
<th>Q1 &amp; Q2 2012</th>
<th>Q3 &amp; Q4 2012</th>
<th>Q1 &amp; Q2 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Discharges with eligibility</td>
<td>43</td>
<td>56</td>
<td>57</td>
</tr>
<tr>
<td>Residential Treatment Center (RTC)</td>
<td>14.0%</td>
<td>19.6%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Cares (CRS)</td>
<td>2.3%</td>
<td>0.0%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Inpatient Hospital (IPF)</td>
<td>4.7%</td>
<td>3.6%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Psychiatric Residential Treatment Facilities (PRTF)</td>
<td>0.0%</td>
<td>1.8%</td>
<td>5.3%</td>
</tr>
</tbody>
</table>
Contracted Community Programs Utilized by JJ Involved Youth

<table>
<thead>
<tr>
<th>Programs</th>
<th>Slots</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fostering Responsibility Education and Employment (FREE)</td>
<td>297</td>
</tr>
<tr>
<td>Multidimensional Family Therapy (MDFT)</td>
<td>60</td>
</tr>
<tr>
<td>Multisystemic Therapy-Family Integrated Transitions (MST-FIT)</td>
<td>60</td>
</tr>
<tr>
<td>Community Targeted Re-Entry Pilot Program (CTRPP) Boys &amp; Girls Club</td>
<td>40</td>
</tr>
<tr>
<td>Multisystemic Therapy for Transition Aged Youth (MST-TAY)</td>
<td>12</td>
</tr>
<tr>
<td>Multisystemic Therapy- Problem Sexual Behavior (MST-PSB)</td>
<td>48</td>
</tr>
<tr>
<td>Subsidized Vocational Employment funds SYF $140,859.54</td>
<td>148 youth</td>
</tr>
</tbody>
</table>

A full range of other DCF contracted services are available to committed delinquent youth including but not limited to Adolescent Community Reinforcement Approach/Assertive Continuing Care (ACRA/ACC), mentoring, Work to Learn
Post RTA Service Enhancements
2013-2014

- Services:
  - JRBs
  - MST-PSB
  - Two SWEPT programs
  - Summer Youth Employment—
    - Has expanded every year since 2011 and now has 324 slots

- Trauma Focus Cognitive Behavioral Therapy expansion with the addition of a JJ learning collaborative (September 2014)

- Opened MTFC slots for JJ youth (2014)
Education

- Raise the Grade
  - Coordinators assigned to each Region
  - USD II Efforts
  - Regional Implementation Guide (July 2014)
- Connecticut Child Justice Foundation
  - Pro bono attorneys and Judges who intervene on each child’s behalf and protect a child’s full educational rights
    - 14 JJ served in one year
What has driven our movement?

- **Fostering a culture change within our organization:**
  - Implementation of the Strengthening Families Practice Model
  - Technical assistance from the Center for Juvenile Justice Reform at Georgetown
  - Reorganizing staff resources to embed Juvenile Services within the regional structure
  - Improving our use of data: Began JJ specific monthly and quarterly data dashboards
  - Requiring Commissioner level approval on returns to CJTS for certain DCF offices
  - Policies and practice guide in juvenile services published in 2014
  - Structured a length of stay determination process at CJTS and Pueblo (October 1, 2014)
What has driven our movement?

- **Adjustments to the service array:**
  - Opened two residential programs for older adolescent males exiting Manson Youth Institute (August, 2012)
  - Expanded substance abuse services at one co-ed RTC program (September, 2014)
  - Added community substance abuse treatment slots statewide
  - Re-opened multidimensional treatment foster care for JJ involved (2 referrals accepted, Oct. 2014)
  - Opened residential program for youth with sexual behavior problems
  - Expanded specialized community services (e.g., MST-PSB)
  - Added community based behavioral health supports
  - Improvements in CJTS programming (e.g., fatherhood programming and enhanced vocational opportunities)
What has driven our movement?

- **Workforce Development:**
  - Developed specialized training in gender responsive programming and in DMST
  - Technical assistance to congregate care treatment providers on preventing police intervention (2013)
  - Technical assistance to congregate care treatment providers in writing individualized crisis prevention plans for youth (2012)
  - Provider conference (2013) featuring workshops in managing aggressive behaviors through positive engagement/strengths based programming/PBIS.
  - Established unit of specialized juvenile justice social workers certified in gang awareness
  - Filmed video on risks of signing out of DCF prematurely (theme of housing insecurity) (October, 2014)
Planned efforts to address remaining challenges

- **Workforce Development:**
  - Training for treatment providers, foster care providers, and our DCF facilities in family engagement and permanency work (Dec., 2014)
  - Training to group care treatment providers and DCF facilities in Six Core Strategies (emergency services reduction and violence prevention)
  - Continue to develop a training certification package for our JJ social workers
  - Reduce police calls/arrests in congregate care settings***
  - Develop formalized guidelines for graduated responses***
  - Adopt definition of recidivism and develop tracking system***
  - Crossover Youth Project

*** priority areas
Planned efforts to address remaining challenges (continued)

- Achieve racial justice: DCF’s performance expectations now include addressing racial justice. Conversations on racial justice and DMC will be held in supervision and in management team meetings and within local workgroups***
- Establish length of stay guidelines in partnership with providers
- Establish process for returns to CJTS from a treatment setting
- Development of an improved risk assessment tool to help guide case planning
- Address data deficiencies:
  - Data development agenda for new SACWIS system and with Value Options
  - Short and long term interoperability planning to allow for electronic interfacing between new SACWIS system and CMIS

*** priority areas
Planned efforts to address remaining challenges (continued)

- **Service Array Development:**
  - Enhance FREE program to include anger management and substance abuse
  - Expand financial literacy program for older adolescents
  - Invest in a research-based literacy program for JJ involved youth (October 2014)
  - Enhance Gender Responsive Programming:
    - Awarded a Federal grant to fund improved response to DMST (2014)
    - Partner with a girls group home provider to offer planned respite for JJ involved adolescents
    - Work with a provider to offer opportunities for independent living/self sufficiency to older adolescent girls (particularly girls who are parenting/pregnant)
Planned efforts to address remaining challenges (continued)

- Reinvigorate life skills programming for all DCF youth (Spring, 2015)
- Open a short term unit serving older adolescent males from CJTS who need substance abuse treatment
- Open short term respite programs grounded in intensive family support/intervention
- Expand our financial training for older adolescents (October, 2014)
- Social Impact Bond to scale up services that provide treatment and recovery supports for parents/caregivers and adolescents in foster care/juvenile justice (2015)
- SAMHSA System of Care CONNECT grant