

Seventeenth Special Master Report (Filed March 23, 2011)

Area	Compliance	Source	Page
MEDICAL CARE			
Facilities	Partial	"...four aspects of care ... did not meet the 85% benchmark, including Health Care Records, Nursing Sick Call, Medical Reception and Urgent/Emergent Care." "The Medical Experts again report progress at facilities, but only identify one facility as having achieved overall substantial compliance."	4
DJJ Central Office Compliance	Non	"This round, the DJJ's Central Office achieved...noncompliance for one staffing measure that requires the appointment of a Clinical Record Administrator to ensure compliance with health record policies and procedures."	6
Staffing	-	"Following their second round of audits, the experts recommended that DJJ monitor health resource utilization and assess whether the number and type of Health Care Services Staff were sufficient, with the goal of adjusting personnel resources consistent with the needs of DJJ's changing population. They make the same recommendation this round."	6
Quality Management Plan	Partial	"Failure to identify and remedy issues unique to individual facilities places at risk for compromise the provision of services overall and ultimately DJJ's compliance with Health Care Services Remedial Plan requirements."	7
SAFETY AND WELFARE			
Converting to Rehabilitative Model	Partial	"Decline in...Converting Facilities to a Rehabilitative Model... revealed problems and inconsistencies (between units and institutions) with Program Service Day implementation. The Program Service Day is a foundation for any rehabilitative model."	12
Restricted Housing	Partial	"All Special Management Programs have been eliminated [Substantial Compliance] and the use of Temporary Detention ("TD") units has dropped by more than 50 percent."	13
Staff Training	-	"There is no question that significant training of staff in several areas occurred during this round. DJJ is also beginning the critical step of explaining the conceptual model for rehabilitative change so that staff understand why the various changes in policy and practice are being requested."	16
Staff Retention	-	"DJJ faces the challenge of rapidly losing trained staff who are leaving the agency due to institution closures and fear that the agency will be closed altogether...in the area of prevention and crisis management, of 368 staff trained, only 225 remain at DJJ. Staff Training is a key strategy in implementing the IBTM."	17
Violence Reduction Committees	Substantial	"DJJ has achieved substantial compliance ratings in the areas of reducing living unit size, employing a classification system for living unit assignment, creating violence reduction committees and conflict resolution teams in the institutions and replacing restrictive units with Behavior Treatment Programs ("BTP")...[but] currently a longer-term plan is still needed."	18
IBTM	Partial	"The development of an integrated behavior treatment model and integration strategies for gangs are both underway but have yet to be completed and have thus received partial compliance ratings..."	18
Reducing Fear and Violence	-	"...it remains unclear exactly which action items are responsible for progress [in reducing youth violence] achieved to date...without clear objectives and measures to evaluate outcomes, there is no way to understand if they [violence reduction committees] reduce violence in any way."	23-24
Level of Activity	-	"The Safety and Welfare Expert and the Special Master agree that the increased number of youth that are out of their rooms and participating in activities, the number of youth able to share day room time (especially those from rival gangs), improved staff-youth interaction and the number of youth moving up through the incentive level system all are indicators of a safer environment	25

		than existed years ago.”	
Use of Force	-	“Total number of uses of force has decreased dramatically as the youth population has declined but the decrease in use of force rates is small...The Mental Health, Safety and Welfare and Disabilities Experts have shared their concern about what they perceive to be higher than necessary use of force rates, in particular, excessive use of chemical agents with disabled and mentally ill youth.”	27-8
Gang Strategy	-	“DJJ staff is commended for some remarkable results they are achieving at integrating members of rival gangs into programs. This work should continue to be explored in the IBTM.”	33
Gender Appropriate Staffing	Non	“The Program Administrator for Female Programs position is crucial to DJJ’s provision of gender responsive programming and treatment, however, the position should be relocated to VYCF where the population resides...Relocating the position would both further DJJ’s goal to provide effective gender responsive programming as well as relieve pressure on facility administrators who must compensate for the position’s absence.”	35
Gender Appropriate Services	Substantial	“DJJ has implemented, ‘Girls Moving On,’ a cognitive behavioral curriculum that, while new, appears promising. Additional gender responsive programming must be developed, however, and DJJ has thus far failed to contract for assessment and the development of protocol to improve the program’s overall quality.”	35
TRANSITIONAL PLANNING FOR PRESTON CLOSURE			
Potential Challenges	-	“...two sets of challenges that have impacted closures in the past: (1) ensuring the safety of all DJJ youth and staff and (2) sufficient preparation at the receiving facilities so that youth do not suffer interruptions to the provision of services.”	39
Provision of Services	-	“DJJ plans to include the transfer of sufficient staff to the receiving facilities to ensure continued provision of required services.”	40