



# Youth Justice Case Management Services

## DEFINITION

Youth Justice Case Management Programs supervise, monitor, and facilitate the delivery of services to youth involved with the youth justice system. Services are often, but not always, provided to youth living in their own homes and communities. Services may be provided: (1) as diversion from the youth justice system when it is determined that youth can be informally supervised and supported; (2) when youth are adjudicated and ordered to receive community supervision and support; (3) as case management for youth who are adjudicated and placed in custody; and/or (4) as aftercare following participation in another more intensive program.

**Note:** *Programs may provide different levels of supervision and services, depending on the risks and needs of youth served.*

*The organization's services will be reviewed and matched with the most appropriate Service Standard, regardless of the population served. When an organization operates a program where the service population includes, but is not limited to, youth involved with the youth justice system, it may be more appropriate to complete another Service Standard, such as Case Management Services (CA-CM).*

**Note:** *Please see [CA-YJCM Reference List](#) for a list of resources that informed the development of these standards.*

## Table of Evidence

### Self-Study Evidence

- Provide an overview of the different programs being accredited under this section. The overview should describe:
  - a. the program's service philosophy and approach to delivering services;
  - b. eligibility criteria;
  - c. any unique or special services provided to specific populations; and
  - d. major funding streams.
- If elements of the service (e.g., assessments) are provided by contract with outside programs or through participation in a formal, coordinated service delivery system, provide a list that identifies the providers and the service components for which they are responsible. Do not include services provided by referral.
- Provide any other information you would like the peer review team to know about these programs.
- A demographic profile of persons and families served by the programs being reviewed under this service section with percentages

## Purpose

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

representing the following:

- a. racial and ethnic characteristics;
  - b. gender/gender identity;
  - c. age;
  - d. major religious groups; and
  - e. major language groups
- As applicable, a list of groups or classes including, for each group or class:
    - a. the type of activity/group;
    - b. whether the activity/group is short-term or ongoing;
    - c. how often the activity/group is offered;
    - d. the average number of participants per session of the activity/group, in the last month; and
    - e. the total number of participants in the activity/group, in the last month
  - A list of any programs that were opened, merged with other programs or services, or closed
  - A list or description of program outcomes and outputs being measured

### **On-Site Evidence**

No On-Site Evidence

### **On-Site Activities**

No On-Site Activities

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



# Youth Justice Case Management Services

## CA-YJCM 1: Service Philosophy

The program is guided by a service philosophy that:

- a. sets forth a logical approach for how the services, support, and supervision provided will meet the needs of youth while simultaneously protecting the safety of their families, the community, and personnel; and
- b. guides the development and implementation of program activities and services based on the best available evidence of effectiveness.

**Interpretation:** *A program model or logic model can be a useful tool to help staff think systematically about how the program can make a measurable difference by drawing a clear connection between the service population's needs, available resources, program activities and interventions, program outputs, and desired outcomes.*

**Interpretation:** *Organizations are expected to demonstrate that their service philosophy includes a commitment to rehabilitation and reintegration.*

### Rating Indicators

**1)** All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.

**2)** Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g., A

- Minor inconsistencies and not yet fully developed practices are noted, however, these do not significantly impact service quality; or
- Written service philosophy needs improvement or clarification; or
- Procedures need strengthening; or
- With few exceptions procedures are understood by staff and are being used; or
- Proper documentation is the norm and any issues with individual staff members are being addressed through performance evaluations (CA-HR 6.02) and training (CA-TS 2.03); or
- In a few rare instances required consent was not obtained; or
- Monitoring procedures need minor clarification; or
- With few exceptions the policy on prohibited interventions is understood by staff, or the written policy needs minor clarification.

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. Service quality or program functioning may be

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## Youth Justice Case Management Services

compromised; e.g.,

- The written service philosophy needs significant improvement; or
- Procedures and/or case record documentation need significant strengthening; or
- Procedures are not well-understood or used appropriately; or
- Documentation is inconsistent or in some instances is missing and no corrective action has not been initiated; or
- Required consent is often not obtained; or
- A few personnel who are employing non-traditional or unconventional interventions have not completed training, as required; or
- There are gaps in monitoring of interventions, as required; or
- Policy on prohibited interventions does not include at least one of the required elements; or
- Service philosophy is not clearly related to expressed mission or programs of the organization; or
- One of the Fundamental Practice Standards received a rating of 3 or 4.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards; e.g.,

- There is no written service philosophy; or
- There are no written policy or procedures, or procedures are clearly inadequate or not being used; or
- Documentation is routinely incomplete and/or missing; or
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### Table of Evidence

#### **Self-Study Evidence**

- Include service philosophy in the Narrative

#### **On-Site Evidence**

No On-Site Evidence

#### **On-Site Activities**

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served

#### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



# Youth Justice Case Management Services

## CA-YJCM 2: Engagement and Assessment

The organization contacts youth promptly, and conducts assessments that identify risks, needs, and strengths and are the basis for service planning and delivery.

**Interpretation:** *It is likely that youth will have been assessed elsewhere before arriving at an organization providing CA-YJCM. However, organizations can still take steps to further evaluate them. At minimum, an organization should review the results of previous assessments to ensure they meet COA's standards, and conduct additional assessments if those done previously are insufficient.*

### Rating Indicators

**1)** All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.

**2)** Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g.,

- Minor inconsistencies and not yet fully developed practices are noted, however, these do not significantly impact service quality; or
- Procedures need strengthening; or
- With few exceptions procedures are understood by staff and are being used; or
- For the most part, established timeframes are met; or
- Culturally responsive assessments are the norm and any issues with individual staff members are being addressed through performance evaluations (CA-HR 6.02) and training (CA-TS 2.05); or
- Active client participation occurs to a considerable extent; or
- Diagnostic tests are consistently and appropriately used, but interviews with staff indicate a need for more training (CA-TS 2.08).

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. Service quality or program functioning may be compromised; e.g.,

- Procedures and/or case record documentation need significant strengthening; or
- Procedures are not well-understood or used appropriately; or
- Assessment and reassessment timeframes are often missed; or
- Assessment are sometimes not sufficiently individualized;
- Culturally responsive assessments are not the norm and this is not being addressed in supervision or training; or

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## Youth Justice Case Management Services

- Staff are not competent to administer diagnostic tests , or tests are not being used when clinically indicated; or
- Client participation is inconsistent; or
- Assessments are done by referral source and no documentation and/or summary of required information present in case record; or
- One of the Fundamental Practice Standards received a rating of 3 or 4.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards; e.g.,

- There are no written procedures, or procedures are clearly inadequate or not being used; or
- Documentation is routinely incomplete and/or missing; or
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### **Table of Evidence**

#### **Self-Study Evidence**

- Screening and/or intake procedures
- Assessment procedures
- Assessment tool and/or criteria

#### **On-Site Evidence**

No On-Site Evidence

#### **On-Site Activities**

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served
- Review case records

### **CA-YJCM 2.01**

To promote safety and support timely initiation of services, the organization responds to referrals by:

- a. contacting youth promptly, within specified timeframes;
- b. gathering personal, identifying, and emergency contact information; and
- c. screening youth to identify emergency health needs and safety

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## Youth Justice Case Management Services

concerns, such as imminent danger or risk of future harm.

### **CA-YJCM 2.02**

Individualized assessments are conducted in a standardized manner, and address:

- a. youths' strengths and assets;
- b. youths' problems and needs; and
- c. risks youth pose to the community.

**Interpretation:** *The Assessment Matrix - Private, Public, Canadian, Network determines which level of assessment is required for COA's Service Sections. The assessment elements of the Matrix can be tailored according to the needs of specific individuals or service design.*

### **CA-YJCM 2.03**

Personnel who conduct assessments are qualified by relevant training, skill, and experience, and can recognize youth with special needs.

### **CA-YJCM 2.04**

When youth are in need of further evaluation by another professional, the organization promptly provides or makes arrangements for specialized assessments.

### **CA-YJCM 2.05**

Assessments are conducted in a responsive manner that includes attention to age, developmental level, gender, language, race, ethnicity, religion, sexual orientation, and trauma history.

### **CA-YJCM 2.06**

Assessments are conducted within specified timeframes and are updated periodically.

### **Purpose**

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# Youth Justice Case Management Services

## CA-YJCM 3: Service Planning

Youth participate in the development of service plans that are the basis for delivery of appropriate support, services, and supervision.

**Interpretation:** *When the organization provides case management services to youth in residential placements, the organization should partner with personnel at the residential facility to develop an appropriate plan.*

*When services are provided as aftercare that follows another more intensive program, "service plans" may actually be "reentry plans" developed before youth were released from their previous placements. However, the organization is still expected to partner with personnel at those previous placements to facilitate effective planning and ensure that the standards are implemented.*

### Rating Indicators

**1)** All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.

**2)** Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g.,

- Minor inconsistencies and not yet fully developed practices are noted, however, these do not significantly impact service quality; or
- Procedures need strengthening; or
- With few exceptions procedures are understood by staff and are being used; or
- For the most part, established timeframes are met; or
- Proper documentation is the norm and any issues with individual staff members are being addressed through performance evaluations (CA-HR 6.02) and training (CA-TS 2.03); or
- In a few instances client or staff signatures are missing and/or not dated; or
- Active client participation occurs to a considerable extent.

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. Service quality or program functioning may be compromised; e.g.,

- Procedures and/or case record documentation need significant strengthening; or
- Procedures are not well-understood or used appropriately; or
- Timeframes are often missed; or

### **Purpose**

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## Youth Justice Case Management Services

- In a number of instances client or staff signatures are missing and/or not dated (CA-RPM 7.04); or
- Quarterly reviews are not being done consistently; or
- Level of care for some clients is inappropriate; or
- Service planning is often done without full client participation; or
- Appropriate family involvement is not documented; or
- Documentation is routinely incomplete and/or missing; or
- Assessments are done by referral source and no documentation and/or summary of required information present in case record; or
- One of the Fundamental Practice Standards received a rating of 3 or 4.

4) Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards; e.g.,

- No written procedures, or procedures are clearly inadequate or not being used; or
- Documentation is routinely incomplete and/or missing; or
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### **Table of Evidence**

#### **Self-Study Evidence**

- Service planning procedures

#### **On-Site Evidence**

No On-Site Evidence

#### **On-Site Activities**

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served and their families
- Review case records

### **CA-YJCM 3.01**

A service plan is developed in a timely manner, and expedited service planning is available when needed.

**Interpretation:** *Organizations providing aftercare services should strive to*

### **Purpose**

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## Youth Justice Case Management Services

develop plans before youth are released from their previous placements, as referenced in the Interpretation to CA-YJCM 3.

### **CA-YJCM 3.02**

Youth, their family members, and relevant personnel are involved in developing service plans.

**Interpretation:** *Relevant personnel can include personnel from other organizations and agencies. For example, as referenced in the Interpretation to CA-YJCM 3, organizations providing case management to youth in residential placement should partner with personnel at the residential facility, and organizations providing aftercare services should partner with staff at the youth's previous placement. Regardless of personnel involved, service planning should be conducted so that youth retain as much personal responsibility as possible and appropriate.*

*Although COA recognizes that engaging family members can be difficult, organizations should still strive to involve them to the extent possible and appropriate, and must follow any applicable laws or regulations requiring the involvement of parents or legal guardians. See CA-YJCM 3.04, 3.05, 5.06, and 6.04 for further information and guidance regarding the participation of parents or legal guardians and other family members.*

### **CA-YJCM 3.03**

During service planning the organization explains:

- a. the range of services available;
- b. how the organization can support the achievement of desired outcomes;
- c. how youth and their progress will be monitored;
- d. any special terms or conditions, including conditions ordered by the court or public authority with jurisdiction over the youth;
- e. benefits to be gained if the plan is fulfilled; and
- f. possible consequences of noncompliance.

**Related:** CA-CR 1.01

**Interpretation:** *Relevant terms or conditions can include, but are not limited to: mandated curfews, school attendance, and drug testing.*

### **CA-YJCM 3.04**

#### **Purpose**

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## Youth Justice Case Management Services

The service plan is based on the assessment and includes:

- a. desired goals and outcomes, and timeframes for achieving them;
- b. services and supports to be provided, and by whom;
- c. any unmet service and support needs;
- d. the level of supervision needed, including the number and type of contacts required; and
- e. the signature of the youth and a parent or legal guardian.

**Interpretation:** *Like assessments, service plans should be responsive to the age, developmental level, gender, language, religion, race, ethnicity, cultural background, and sexual orientation of youth, as well as to the characteristics of, and resources available in, the communities in which they reside.*

**Note:** See the Interpretation to CA-YJCM 3.02.

### **CA-YJCM 3.05**

The organization encourages family involvement by:

- a. including family members in scheduling decisions;
- b. allowing participation through teleconferencing;
- c. assisting with transportation and childcare, as needed and to the extent possible; and
- d. helping personnel develop and maintain positive relationships with family members.

**Interpretation:** *Personnel should demonstrate: (a) sensitivity to the willingness of the family to be engaged; (b) respect for family members' autonomy and confidentiality; (c) a non-threatening manner; (d) flexibility; and (e) persistence.*

**Note:** See the Interpretation to CA-YJCM 3.02.

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# Youth Justice Case Management Services

## CA-YJCM 4: Coordination and Collaboration

Collaboration and coordination increase the ability of the organization and community to supervise and support youth, and promote their chances of succeeding.

**Interpretation:** *This core concept standard is intended to address the range of organizations and agencies likely to serve or encounter youth who are or may become involved with the youth justice system. Relevant organizations, agencies, and other parties to consider include: youth justice court personnel, including judges; probation; parole; law enforcement; prosecution and defense attorneys; representatives of agencies responsible for youth justice; child welfare agencies; schools; mental health care providers; substance use treatment providers; medical and health care providers; and community organizations, including parks and recreation services, libraries, cultural institutions, businesses, and faith-based institutions.*

**Research Note:** *Literature emphasises that youth often have inter-related needs, and suggests that there should be a high level of coordination among organizations and agencies serving youth involved with the justice system. Much of this literature describes initiatives that must be championed and implemented on a large scale, such as developing integrated information sharing systems or adopting cross-system assessment instruments. However, it also reveals smaller steps individual organizations can take to promote coordination and collaboration.*

**Note:** *Collaboration by nature involves other organizations and agencies, and COA recognizes that there are obvious limits as to how much an individual organization without statutory authority can do. However, organizations are still expected to take steps to encourage the collaboration and coordination that can help promote positive outcomes for youth.*

### Rating Indicators

- 1) All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.
- 2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g.,
  - Minor inconsistencies and not yet fully developed practices are noted, however, these do not significantly impact service quality; or
  - Procedures need strengthening; or
  - With few exceptions procedures are understood by staff and are being

### **Purpose**

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## Youth Justice Case Management Services

used; or

- For the most part, established timeframes are met; or
- Proper documentation is the norm and any issues with individual staff members are being addressed through performance evaluations (CA-HR 6.02) and training (CA-TS 2.03); or
- Active client participation occurs to a considerable extent.

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. Service quality or program functioning may be compromised; e.g.,

- Procedures and/or case record documentation need significant strengthening; or
- Procedures are not well-understood or used appropriately; or
- Timeframes are often missed; or
- A number of client records are missing important information or
- Client participation is inconsistent; or
- One of the Fundamental Practice Standards received a rating of 3 or 4.

**4)** Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards; e.g.,

- No written procedures, or procedures are clearly inadequate or not being used; or
- Documentation is routinely incomplete and/or missing; or
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### **Table of Evidence**

#### **Self-Study Evidence**

- A description of the organization's collaboration and coordination efforts
- Procedures for collaborating with relevant organizations, agencies, and other parties
- Confidentiality procedures

#### **On-Site Evidence**

- List of community programs and services and information on how to access them
- Evidence of collaboration with relevant organizations, agencies, and other parties, including agreements with any cooperating providers

### **Purpose**

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## Youth Justice Case Management Services

### On-Site Activities

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served
- Review case records

### CA-YJCM 4.01

The organization facilitates youths' ability to obtain needed services by:

- a. maintaining a comprehensive, up-to-date list of community programs and services, and information on how to access them; and
- b. advocating for additional services when existing resources are lacking or inaccessible.
- c. arrange for the delivery and coordination of needed services; and
- d. advocate on behalf of youth.

### CA-YJCM 4.02

The organization collaborates with other organizations and agencies to:

- a. arrange for the delivery and coordination of needed services; and
- b. advocate on behalf of youth.

**Related:** CA-CR 2

**Interpretation:** *This can include other organizations and agencies providing services to youth, relevant court and legal personnel, and the public agency with statutory authority. As referenced in CA-CR 2, when information will be shared with other organizations and agencies, youth should be informed of any limits on confidentiality before they disclose information. This may be especially important when the organization serves youth prior to adjudication, and youth might reveal self-incriminating information that could potentially be used against them in legal proceedings.*

**Note:** *Collaboration with other organizations and agencies involved with youth is also addressed in CA-YJCM 5.02 and 6.02.*

### CA-YJCM 4.03

The organization reaches out to community resources and partners to:

### Purpose

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

- a. provide education about youths' needs and strengths; and
- b. identify and develop opportunities for youth to become involved with or contribute to the community, when possible and appropriate.

### **CA-YJCM 4.04**

To promote service continuity and facilitate a successful transition, organizations providing aftercare collaborate with relevant parties prior to youths' release from their previous placements.

**Interpretation:** *Relevant parties can include, but are not limited to: (1) personnel at youths' previous placements; and (2) organizations, agencies, and other potentially supportive resources in the communities where youth will reside after release.*

**Research Note:** *Literature suggests that aftercare is often compromised by a lack of coordination between youth custody personnel and community service providers, and notes that effective aftercare requires collaboration among residential facilities, judges, probation, police, schools, and community-based organizations.*

**NA** *The organization does not provide aftercare services.*

### **CA-YJCM 4.05**

The organization promotes a more comprehensive understanding of the different organizations, agencies, and systems serving youth by:

- a. educating its personnel about other systems working with the youth they serve; and
- b. educating other organizations and agencies about the youth justice system, or advocating for cross training.

### **CA-YJCM 4.06**

The organization facilitates appropriate collaboration and coordination by identifying laws, regulations, and other requirements governing information sharing and confidentiality, and:

- a. developing procedures and agreements consistent with these requirements; and
- b. training personnel to share information in accordance with the procedures.

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

**Related:** CA-CR 2

**Interpretation:** *When possible, this should include procedures and/or agreements designed to protect youth from self-incrimination. As referenced in CA-YJCM 4.02, this may be especially important when organizations serve youth prior to adjudication.*

**Research Note:** *Relevant laws, regulations, and other requirements may include federal, provincial, and local statutes, ordinances, resolutions, regulations, court orders, and legal opinions. These requirements can vary from place to place, and literature acknowledges that issues related to confidentiality and information sharing are complicated. However, it also emphasises that there are ways to appropriately share information within the legal limitations that exist, and suggests that one of the greatest obstacles to information sharing may be that people do not always understand what they are and are not permitted to share. Accordingly, this literature points to the importance of understanding relevant requirements, and developing procedures and agreements for sharing information appropriately.*

### **Purpose**

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# Youth Justice Case Management Services

## CA-YJCM 5: Services and Supports

Youth are linked to services and supports needed to overcome problems, improve behaviours, develop skills, build strengths, promote personal responsibility, and establish pro-social community connections.

**Research Note:** *Although promoting public safety is an important aspect of CA-YJCM services, some literature asserts that programs often rely too heavily upon supervision, and suggests that youth will be more capable of avoiding crime and contributing to society if they are connected to needed supports and services and helped to develop appropriate competencies.*

### Rating Indicators

**1)** All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.

**2)** Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g.,

- Minor inconsistencies and not yet fully developed practices are noted, however, these do not significantly impact service quality; or
- Procedures need strengthening; or
- With few exceptions procedures are understood by staff and are being used; or
- For the most part, established timeframes are met; or
- Proper documentation is the norm and any issues with individual staff members are being addressed through performance evaluations (CA-HR 6.02) and training (CA-TS 2.03); or
- Active client participation occurs to a considerable extent.

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. Service quality or program functioning may be compromised; e.g.,

- Procedures and/or case record documentation need significant strengthening; or
- Procedures are not well-understood or used appropriately; or
- Timeframes are often missed; or
- A number of client records are missing important information or
- Client participation is inconsistent; or
- One of the Fundamental Practice Standards received a rating of 3 or 4.

**4)** Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards;

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

e.g.,

- No written procedures, or procedures are clearly inadequate or not being used; or
- Documentation is routinely incomplete and/or missing; or
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### Table of Evidence

#### **Self-Study Evidence**

- A description of services
- Procedures for linking youth to services

#### **On-Site Evidence**

- List of community programs and services and information on how to access them

#### **On-Site Activities**

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served and their families
- Review case records

### CA-YJCM 5.01

Personnel develop positive, respectful relationships with youth, and:

- a. model pro-social behaviours and attitudes;
- b. emphasize personal responsibility and accountability; and
- c. serve as a resource.

**Interpretation:** *These relationships should be developed in the course of the contacts described in CA-YJCM 6.01.*

**Research Note:** *Some literature emphasises the importance of developing positive interpersonal relationships, and suggests that services are not likely to succeed if youth do not buy into the relationship.*

### CA-YJCM 5.02

#### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

Youth are linked to programs and services needed to achieve goals and objectives identified in their service plans, including, as appropriate:

- a. health services;
- b. mental health and counseling services;
- c. services for substance use conditions;
- d. social and life skills development services;
- e. educational and vocational services;
- f. services for violent offenders; and
- g. services for sex offenders.

### **CA-YJCM 5.03**

Youth are engaged in activities that help them understand the impact of past actions and behaviours, and repair any harm they may have caused.

**Interpretation:** *These activities may be specified by the court or public authority with jurisdiction over the youth. Options can include, but are not limited to: meaningful community service, restitution, restorative justice conferencing, and victim/offender mediation.*

### **CA-YJCM 5.04**

Youth are helped to cultivate positive community connections by identifying:

- a. pro-social recreational and leisure time activities; and
- b. sources of pro-social support, such as mentors, community members, peers, siblings, or other family members.

**Interpretation:** *"Recreational and leisure time activities" may include, but are not limited to: (1) sports and athletic activities, (2) cultural enrichment activities, and (3) positive youth development clubs.*

**Research Note:** *Literature emphasises the importance of developing pro-social community bonds and relationships.*

**Note:** *Involvement in the activities described in CA-YJCM 5.03 can also facilitate the development of positive community connections.*

### **CA-YJCM 5.05**

Youth are connected to services, supports, and activities that are

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

appropriate for and sensitive to their age, developmental level, language, gender, race, ethnicity, religion, sexual orientation, and past experiences of trauma.

### **CA-YJCM 5.06**

To strengthen the family's ability to support and supervise youth, the organization connects family members with resources to help them:

- a. meet any unmet service needs;
- b. maintain and strengthen family relationships;
- c. prevent, manage, and resolve family conflicts; and
- d. identify strengths that can help them meet future challenges.

**Note:** See the *Interpretation to CA-YJCM 3.02*.

### **Purpose**

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# Youth Justice Case Management Services

## CA-YJCM 6: Service Monitoring and Supervision

Regular supervision and monitoring allow the organization to ensure delivery of appropriate services, evaluate progress, and keep the community safe.

### Rating Indicators

**1)** All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.

**2)** Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g.,

- Minor inconsistencies and not yet fully developed practices are noted, however, these do not significantly impact service quality; or
- Procedures need strengthening; or
- With few exceptions procedures are understood by staff and are being used; or
- For the most part, established timeframes are met; or
- Proper documentation is the norm and any issues with individual staff members are being addressed through performance evaluations (CA-HR 6.02) and training (CA-TS 2.03); or
- In a few instances client or staff signatures are missing and/or not dated; or
- Active client participation occurs to a considerable extent.

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. Service quality or program functioning may be compromised; e.g.,

- Procedures and/or case record documentation need significant strengthening; or
- Procedures are not well-understood or used appropriately; or
- Timeframes are often missed; or
- In a number of instances client or staff signatures are missing and/or not dated (CA-RPM 7.04); or
- Quarterly reviews are not being done consistently; or
- Level of care for some clients is inappropriate; or
- Service planning is often done without full client participation; or
- Appropriate family involvement is not documented; or
- Documentation is routinely incomplete and/or missing; or
- Assessments are done by referral source and no documentation and/or summary of required information present in case record; or

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

- One of the Fundamental Practice Standards received a rating of 3 or 4.

**4)** Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards; e.g.,

- No written procedures, or procedures are clearly inadequate or not being used; or
- Documentation is routinely incomplete and/or missing; or
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### Table of Evidence

#### **Self-Study Evidence**

- Service monitoring and re-assessment procedures
- Procedures for conducting searches

#### **On-Site Evidence**

- Client contact procedures
- Documentation of case review
- Evidence of collaboration with relevant organizations, agencies, and other parties

#### **On-Site Activities**

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served and their families
- Review case records

### (FP) CA-YJCM 6.01

The intensity of supervision, including frequency of contacts required, is:

- a. based on youths' risks and needs; and
- b. specified in the service plan.

**Interpretation:** *When possible contacts should occur in a variety of settings, including youths' homes and communities, rather than being restricted to the organization's offices. The number of contacts required may decrease with time and demonstration of progress. Electronic monitoring*

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

*devices may be used to supplement supervision, but should not be used in place of personal contact.*

### **CA-YJCM 6.02**

Service monitoring includes:

- a. confirmation that services have been initiated;
- b. ongoing verification that youth have been engaged and continue to participate in services;
- c. attention and response to any complaints or problems that develop during service delivery; and
- d. evaluation of performance and progress.

### **CA-YJCM 6.03**

The worker and a supervisor, or a team of relevant personnel, review the case quarterly to assess:

- a. service plan implementation;
- b. progress toward achieving service and treatment goals and desired outcomes;
- c. the continuing appropriateness of service and treatment goals and timeframes; and
- d. the level of supervision needed, including the number of contacts required.

**Interpretation:** *Timeframes for review can be adjusted depending upon youths' risks and needs, and the anticipated duration of service.*

*Experienced workers may conduct reviews of their own cases. In such cases, their supervisors should review a sample of their evaluations.*

### **CA-YJCM 6.04**

Personnel, youth, and family members regularly review progress toward achievement of goals, and sign revisions to goals and plans.

### **(FP) CA-YJCM 6.05**

When it is necessary to search youth or their property, authorized personnel

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

do so according to procedures that:

- a. are consistent with applicable provincial and federal law;
- b. define when there is reasonable cause to conduct a search;
- c. minimize the invasiveness of the search;
- d. respect youths' dignity; and
- e. establish a process and timetable for administrative review.

**Interpretation:** *When possible, personnel should receive permission from their supervisors prior to conducting a search. Organizations should conduct more invasive searches only when there is reason to do so, and demonstrate that these searches are: (1) conducted by qualified staff, and (2) accompanied by an increased level of administrative review.*

**NA** *The organization does not conduct searches.*

### **CA-YJCM 6.06**

The organization appropriately and consistently documents, reviews, and reports incidents of youth noncompliance.

**Interpretation:** *The organization should follow any applicable policies, procedures or other rules for reporting infractions to the probation officer or another party with jurisdiction over youth.*

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.





# Youth Justice Case Management Services

## CA-YJCM 7: Case Closing and Follow-Up

Case closing is an orderly process, and follow-up assistance helps youth avoid re-offending.

### Rating Indicators

**1)** All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.

**2)** Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g.,

- Minor inconsistencies and not yet fully developed practices are noted, however, these do not significantly impact service quality; or
- Procedures need strengthening; or
- With few exceptions procedures are understood by staff and are being used; or
- Proper documentation is the norm and any issues with individual staff members are being addressed through performance evaluations (CA-HR 6.02) and training (CA-TS 2.03); or
- In a few instances the organization terminated services inappropriately; or
- Active client participation occurs to a considerable extent; or
- A formal case closing summary and assessment is not consistently provided to the public authority per the requirements of the standard.

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. Service quality or program functioning may be compromised; e.g.,

- Procedures and/or case record documentation need significant strengthening; or
- Procedures are not well-understood or used appropriately; or
- Services are routinely terminated inappropriately; or
- A formal case closing summary and assessment is seldom provided to the public authority per the requirements of the standard.; or
- A number of client records are missing important information; or
- Client participation is inconsistent; or
- One of the Fundamental Practice Standards received a rating of 3 or 4.

**4)** Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards; e.g.,

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

- No written procedures, or procedures are clearly inadequate or not being used; or
- Documentation is routinely incomplete and/or missing; or
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### **Table of Evidence**

#### **Self-Study Evidence**

- Case closing procedures

#### **On-Site Evidence**

No On-Site Evidence

#### **On-Site Activities**

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served
- Review case records

### **CA-YJCM 7.01**

Planning for case closing:

- a. is a clearly defined process;
- b. begins at intake; and
- c. involves the worker, the youth, a parent or legal guardian, and others, as appropriate.

### **CA-YJCM 7.02**

A written summary of the supervision period is provided to the probation officer or another party with jurisdiction over the youth, and includes an assessment of:

- a. any unmet needs;
- b. the degree to which goals were or were not achieved; and
- c. reasons for success or failure.

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

### **CA-YJCM 7.03**

Upon case closing, the organization notifies any collaborating service providers.

### **CA-YJCM 7.04**

Youth are provided with information about how to contact the organization or another appropriate resource in case they need support or emergency assistance to avoid re-offending.

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



# Youth Justice Case Management Services

## CA-YJCM 8: Personnel

Personnel have the training, skills, and experience needed to help youth access services, overcome problems, and become productive, connected, and law-abiding citizens.

### Rating Indicators

- 1) All elements or requirements outlined in the standard are evident in practice, as indicated by full implementation of the practices outlined in the Practice standards.
- 2) Practices are basically sound but there is room for improvement, as noted in the ratings for the Practice standards; e.g.,
  - With some exceptions, staff (direct service providers, supervisors, and program managers) possess the required qualifications, including: education, experience, training, skills, temperament, etc., but the integrity of the service is not compromised.
    - Supervisors provide additional support and oversight, as needed, to staff without the listed qualifications.
    - Most staff who do not meet educational requirements are seeking to obtain them.
  - With some exceptions staff have received required training, including applicable specialized training.
    - Training curricula are not fully developed or lack depth.
    - A few personnel have not yet received required training.
    - Training documentation is consistently maintained and kept up-to-date with some exceptions.
  - A substantial number of supervisors meet the requirements of the standard, and the organization provides training and/or consultation to improve competencies.
    - Supervisors provide structure and support in relation to service outcomes, organizational culture and staff retention.
  - With a few exceptions caseload sizes are consistently maintained as required by the standards.
  - Workloads are such that staff can effectively accomplish their assigned tasks and provide quality services, and are adjusted as necessary in accord with established workload procedures.
    - Procedures need strengthening.
    - With few exceptions procedures are understood by staff and are being used.
  - With a few exceptions specialized staff are retained as required and possess the required qualifications.

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

- Specialized services are obtained as required by the standards.
- 3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. A Service quality or program functioning may be compromised; e.g.,
  - One of the Fundamental Practice Standards received a rating of 3 or 4.
  - A significant number of staff, e.g., direct service providers, supervisors, and program managers, do not possess the required qualifications, including: education, experience, training, skills, temperament, etc.; and as a result the integrity of the service may be compromised.
    - Job descriptions typically do not reflect the requirements of the standards, and/or hiring practices do not document efforts to hire staff with required qualifications when vacancies occur.
    - Supervisors do not typically provide additional support and oversight to staff without the listed qualifications.
  - A significant number of staff have not received required training, including applicable specialized training.
    - Training documentation is poorly maintained.
  - A significant number of supervisors do not meet the requirements of the standard, and the organization makes little effort to provide training and/or consultation to improve competencies.
  - There are numerous instances where caseload sizes exceed the standards' requirements.
  - Workloads are excessive and the integrity of the service may be compromised. A
    - Procedures need significant strengthening; or
    - Procedures are not well-understood or used appropriately; or
  - Specialized staff are typically not retained as required and/or many do not possess the required qualifications; or
  - Specialized services are infrequently obtained as required by the standards.

- 4)** Implementation of the standard is minimal or there is no evidence of implementation at all, as noted in the ratings for the Practice standards; e.g.,

For example:

- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### Purpose

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.

### Table of Evidence



# Youth Justice Case Management Services

## Self-Study Evidence

- Program staffing chart that includes lines of supervision
- List of program personnel that includes:
  - a. name;
  - b. title;
  - c. degree held and/or other credentials;
  - d. FTE or volunteer;
  - e. length of service at the organization
  - f. time in current position
- Table of contents of training curricula
- Caseload size, per worker, for the past six months, and procedures or criteria used to assign and evaluate caseloads and workloads

## On-Site Evidence

- Training curricula
- Documentation of training
- Job descriptions
- Documentation of workload assessment

## On-Site Activities

- Interview:
  - a. Supervisors
  - b. Personnel
- Review personnel files

## CA-YJCM 8.01

Personnel are competent in:

- a. understanding youth development;
- b. communicating respectfully and effectively with youth;
- c. understanding youths' rights and responsibilities;
- d. assessing risks and safety;
- e. recognizing and responding to needs, including needs related to health, mental health, and substance use;
- f. conflict management, crisis intervention, and de-escalation techniques;
- g. appropriate disciplinary techniques;
- h. providing services in a culturally competent manner that considers gender, race, ethnicity, sexual orientation, developmental level, disability, and other relevant characteristics;
- i. restorative justice;
- j. collaborating with other providers; and

## Purpose

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.



## Youth Justice Case Management Services

k. advocating for youth.

**Interpretation:** *Competence can be demonstrated through a combination of education, training, and experience.*

### **CA-YJCM 8.02**

Direct service personnel are qualified by a bachelor's degree in a social or human service field, and experience working with youth.

### **CA-YJCM 8.03**

Employee workloads support the achievement of positive outcomes for youth, are regularly reviewed, and are based on an assessment of the following:

- a. the qualifications, competencies, and experience of personnel, including the level of supervision needed;
- b. case complexity and status, including the intensity of youths' risks and needs;
- c. the work and time required to accomplish assigned tasks, including those associated with individual caseloads and other job responsibilities;
- d. whether youth receive services from multiple team members or professionals, including collaborating service providers; and
- e. service volume.

**Interpretation:** *Caseloads should be sufficiently small to permit personnel to respond to youths' risks and needs and provide the level of supervision required, as referenced in CA-YJCM 6.01. Caseloads should generally not exceed 12 to 15 youth for high-intensity cases, 35 youth for medium-intensity cases, and 40 to 50 youth for low-intensity cases. New personnel should not carry independent caseloads prior to the completion of training.*

### **CA-YJCM 8.04**

Supervisors are qualified by:

- a. an advanced degree in a social or human service field; or
- b. a bachelor's degree in a social or human service field and at least two years' experience working with youth.

### **Purpose**

Youth Justice Case Management Services coordinate the services and supervision that can help youth address problems and develop the attitudes and skills needed to make responsible choices, avoid negative behaviours, and become productive, connected, and law-abiding members of their communities.