



# Juvenile Justice Residential Services

## DEFINITION

Juvenile Justice Residential Services provide non-secure or secure long-term placement and treatment services to youth who have been adjudicated delinquent.

Juvenile Justice Detention Services provide short-term placement and minimal services to youth who are awaiting adjudication, disposition, or long-term placement.

**Research Note:** *Recent reforms to juvenile justice systems have emphasized the importance of placing youth in residential programs within their communities and close to their families. Encouraging engagement between communities and the youth and staff of juvenile justice residential facilities is believed to be a factor in reducing recidivism rates, as well as reducing incidents of AWOL from residential facilities.*

**Research Note:** *Human trafficking victims are often misidentified as criminals or prostitutes and placed within the juvenile justice system. Increasingly, first responders, including law enforcement and social service providers, are being trained to seek support services for human trafficking victims rather than prosecuting them for criminal activities they may have engaged in while being trafficked, such as prostitution, theft, undocumented status, and wage/hour violations. Recognizing that these individuals are victims rather than criminals is a paradigm shift still under way in our society. This paradigm shift is critical as trafficking victims are eligible for services and protections under federal and some state laws that may not be provided to them otherwise. For more information on the definition of human trafficking, please see the COA Glossary.*

**Note:** *The Juvenile Justice Residential Services standards focus on the range of services provided to youth, not necessarily the restrictiveness of the residential facility, and therefore can be used to review multiple levels of residential care.*

**Note:** *Rather than focusing on the short-term public safety that may be achieved simply by removing youth from society, JJR strives to promote long-term public safety by encouraging provision of services and supports that can help youth avoid reoffending behavior and become productive members of society.*

*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 juvenile justice system, it may be more appropriate to complete another Service Standard, such as Group Living Services (GLS) or Residential Treatment Services (RTX).*

## Purpose

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

*Organizations providing secure Juvenile Justice Residential Services will complete the standards in JJR 15: Secure Residential Services, in addition to all other standards in this section.*

*Organizations providing only detention services will complete the relevant practice standards within the section and have the option to take NAs where noted. Length of stay in detention can vary considerably, for example, from less than 24 hours to more than 90 days. Accordingly, organizations should strive to limit the amount of time youth are detained without services, as referenced in JJR 5.01.*

**Note:** Please see [JJR 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 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;

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- 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**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 1: Screening and Assessment

The organization screens youth to identify immediate needs and concerns, and conducts assessments that identify strengths, needs, and risks and are the basis for service planning and delivery.

**Interpretation:** *COA recognizes that youth may be screened and assessed elsewhere before they are placed at the organization. However, the organization can still take steps to further evaluate youth after admission. At minimum, the organization should review the results of previous screenings and assessments to ensure they meet COA's standards, and conduct additional assessments if those done previously are insufficient.*

**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.*

### 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 (HR 6.02) and training (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 (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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

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
- 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 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

## JJR 1.01

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

During intake, the organization gathers information to identify critical service needs and/or determine when a more intensive service is necessary, including:

- a. personal and identifying information;
- b. emergency health needs; and
- c. safety concerns, including imminent danger or risk of future harm.

### **(FP) JJR 1.02**

Prompt, systematic screening practices facilitate the identification of urgent risks and needs related to health and mental health, including suicidality, substance use, medication needs, and emergency medical conditions.

**Interpretation:** *Screenings should be conducted within 24 hours of admission, and youth cannot be left unsupervised until they have been screened.*

### **(FP) JJR 1.03**

When initial screenings reveal urgent risks and needs, the organization promptly provides or arranges for specialized assessments to further evaluate those issues.

**Interpretation:** *When the organization discovers urgent risks and needs it is not equipped to address, it should transfer youth to more appropriate programs, or advocate for transfer with the parties responsible for making placement decisions. Organizations required by contract to serve all youth should make every effort to ensure youth are placed in their care only when services and supervision provided are a good match for youth, as referenced in JJR 5.01.*

### **(FP) JJR 1.04**

Comprehensive assessments are conducted in a standardized manner, and address risks, needs, and strengths related to:

- a. health;
- b. mental health;
- c. substance use;
- d. education;
- e. vocation;

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- f. social skills and behavior; and
- g. family functioning and dynamics.

**Related:** BSM 2.04, BSM 2.05

**Interpretation:** *When possible, assessments should be based on multiple sources of information, including youth interviews, observations of youths' behavior, interviews with family members and previous service providers, and case records.*

*Valid and reliable tools should be used if available. Organizations that do not have the resources to comprehensively assess all youth in all of the listed areas, for example, mental health, may conduct systematic service need screenings to determine when youth are in need of more in-depth assessments. However, this screening for ongoing service needs should be distinct from the emergent risk screening described in JJR1.01.*

**NA** *The organization provides only detention services.*

### **JJR 1.05**

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

**Interpretation:** *Personnel that conduct assessments should be aware of the indicators of a potential trafficking victim, including, but not limited to, evidence of mental, physical, or sexual abuse; physical exhaustion; working long hours; living with employer or many people in confined area; unclear family relationships; heightened sense of fear or distrust of authority; presence of older male boyfriend or pimp; loyalty or positive feelings towards an abuser; inability or fear of making eye contact; chronic running away or homelessness; possession of excess amounts of cash or hotel keys; and inability to provide a local address or information about parents. Several tools are available to help identify a potential victim of trafficking and determine next steps toward an appropriate course of treatment. Examples of these tools include, but are not limited to, the Rapid Screening Tool for Child Trafficking and the Comprehensive Screening and Safety Tool for Child Trafficking.*

**Research Note:** *The William Wilberforce Trafficking Victims Protection Reauthorization Act of 2008 requires federal, state, and local officials who discover a minor who may be a victim of human trafficking to notify the U.S. Department of Health and Human Services within 24 hours to facilitate the provision of interim assistance.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### **JJR 1.06**

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

### **JJR 1.07**

Assessments are conducted within timeframes specified by the organization, and are updated periodically to promote ongoing safety and responsive service delivery.

**NA** *The organization provides only detention services.*

**Note:** *Timeframes for conducting health and mental health assessments are specified in JJR 6.01 and JJR 7.01.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





# Juvenile Justice Residential Services

## JJR 2: Service Planning and Monitoring

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

**NA** *The organization provides only detention services.*

### 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 (HR 6.02) and training (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 (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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- 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 and monitoring procedures

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

- Documentation of case review

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

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

### (FP) JJR 2.01

A service plan is developed in a timely manner, and expedited service planning is available when urgent risks or needs are identified.

### (FP) JJR 2.02

The service plan is developed by a team of relevant personnel, with the participation of the youth.

**Interpretation:** *Relevant personnel may include, but are not limited to, those providing health, mental health, substance use, and education*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

services. Service planning should be conducted so that youth retain as much personal responsibility as possible and appropriate.

### **JJR 2.03**

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;
- e. benefits to be gained if the plan is fulfilled; and
- f. possible consequences of noncompliance.

**Related:** CR 1.01

### **JJR 2.04**

The comprehensive, individualized service plan is based on the assessment and includes:

- a. treatment and services to be provided, and by whom;
- b. desired goals and outcomes, and timeframes for achieving them;
- c. level of supervision needed; and
- d. the signature of the youth and a parent or legal guardian.

**Related:** BSM 2.04

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

*Although COA recognizes that engaging parents or legal guardians 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 their involvement. See JJR 4 for further information and guidance regarding family participation.*

**Research Note:** *Detention and residential facilities for adjudicated youth often fail to address the needs of girls, including the needs of pregnant and parenting teens, and the impact of trauma and abuse on girls in placement. Providing gender-responsive programming and treatment which*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

*emphasizes safety, empowerment, and encourages relationship building with older women and others in the community, is one method of addressing the needs of girls in the juvenile justice system.*

**Note:** *Behavior support and management strategies and interventions should be addressed in a behavior support plan that may be part of the service plan, as referenced in BSM 2.06.*

### **JJR 2.05**

Family members are encouraged to participate in service planning and case conferences, and advised of ongoing progress.

**Note:** *See the Interpretation to JJR 2.04.*

### **JJR 2.06**

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

### **JJR 2.07**

A team of relevant personnel, or an involved worker and supervisor, review the case quarterly to assess:

- a. service plan implementation;
- b. progress toward achieving service and treatment goals and desired outcomes; and
- c. the continuing appropriateness of service and treatment goals.

**Interpretation:** *Timeframes for review can be adjusted depending upon youths' risks and needs, and length of stay. Experienced workers may conduct reviews of their own cases. In such cases, their supervisors should review a sample of their evaluations.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 3: Service Philosophy, Modalities, and Interventions

The program's service philosophy:

- a. sets forth a logical approach for how services and the service environment will meet the needs of youth while protecting the safety of other residents, personnel, and the public;
- b. guides the development and implementation of program activities and services based on the best available evidence of effectiveness; and
- c. outlines the service modalities and interventions that personnel may employ.

**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.*

### 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
- 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 (HR 6.02) and training (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 compromised; e.g.,

- The written service philosophy needs significant improvement; or

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- 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
- Policies for prohibited interventions
- Procedures for use of non-traditional or unconventional practices
- Table of contents of training curricula

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

- Documentation of training

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

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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- Review case records

### **JJR 3.01**

The program is guided by a philosophy that provides a logical basis for the services, support, and supervision provided, based on goals and the best available evidence of effectiveness.

**Interpretation:** *As referenced in the Note to the JJR Purpose Statement, juvenile justice organizations seeking COA accreditation are expected to demonstrate a commitment to rehabilitation and reintegration.*

### **(FP) JJR 3.02**

If the organization permits the use of service modalities and interventions it defines as non-traditional or unconventional, it:

- a. explains any benefits, risks, side effects, and alternatives to the youth or a legal guardian;
- b. ensures that personnel receive sufficient training, and/or certification when it is available; and
- c. monitors the use and effectiveness of such interventions.

**Interpretation:** *Examples of non-traditional and unconventional service modalities or interventions include, but are not limited to: hypnosis, acupuncture, and modalities or interventions that involve physical contact, such as massage therapy.*

**NA** *The organization does not permit non-traditional or unconventional modalities or interventions.*

### **(FP) JJR 3.03**

Organization policy prohibits:

- a. corporal punishment;
- b. the use of aversive stimuli;
- c. interventions that involve withholding nutrition or hydration, or that inflict physical or psychological pain;
- d. the use of demeaning, shaming, or degrading language or activities;
- e. unnecessarily punitive restrictions, including cancellation of visits, phone calls, or other forms of communication as a disciplinary action;
- f. forced physical exercise to eliminate behaviors;
- g. unwarranted use of invasive procedures or activities as a disciplinary

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

action;

- h. punitive work assignments;
- i. punishment by peers; and
- j. group punishment or discipline for individual behavior.

**Related:** BSM 2.02

### **(FP) JJR 3.04**

An intervention is discontinued immediately if it produces adverse side effects or is deemed unacceptable according to prevailing professional standards.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





## Juvenile Justice Residential Services

### JJR 4: Family Connections and Involvement

The youth, family, and organization work together to maintain an optimal level of family involvement during residential care, and develop positive connections to support youth after release.

**Interpretation:** *COA recognizes that involving families can be difficult, especially when youth are placed outside of their communities, and far from their families. However, emerging juvenile justice reforms have placed an emphasis on ensuring youth are assigned to facilities close to their families and within their communities. Organizations should advocate for youth to be placed near their families whenever possible, and still strive to involve families when resident youth are outside of their communities, unless family contact is contraindicated.*

**Note:** "Family" can be defined broadly, as referenced in the Glossary.

#### 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 (HR 6.02) and training (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

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- 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 family involvement
- Procedures for involving youths' families

#### **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

### (FP) JJR 4.01

Youth and their family members are informed of the organization's policies and procedures regarding visits and phone calls, and encouraged to maintain regular contact.

### JJR 4.02

Families are encouraged to participate in assessment, service delivery, and reentry planning.

**Interpretation:** *Participation in service planning and case conferences*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

should also be encouraged, as addressed in JJR 2.05.

**NA** The organization provides only detention services.

### **JJR 4.03**

The organization minimizes barriers to family involvement by:

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

**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.*

### **JJR 4.04**

To strengthen the family's ability to support and supervise youth, the organization helps family members:

- a. meet any unmet service needs;
- b. maintain and strengthen family relationships;
- c. prevent, manage, and resolve family conflicts;
- d. identify strengths that can help them meet challenges; and
- e. prepare for the youth's return to the family, when appropriate.

**Interpretation:** *The organization may help the family by, for example, providing family counseling, or linking family members with needed resources. Although family members may receive services at the facility, it may also be appropriate to provide or arrange for the delivery of services in the family's community, especially when the family lives far from the facility. Some of this work may be done by an aftercare case manager, in the context of planning for reentry.*

**NA** The organization provides only detention services.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### JJR 5: Collaboration and Coordination

Collaboration and coordination increase the ability of the organization, community, and system as a whole to supervise and support youth, and promote their chances of succeeding both during and after residential care.

**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 juvenile justice system. Relevant organizations, agencies, and other parties to consider include: juvenile court personnel, including judges; probation; parole; law enforcement; prosecution and defense attorneys; representatives of state agencies responsible for youth corrections and detention; 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 emphasizes 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, adopting cross-system assessment instruments, or creating county-wide interagency teams. 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 and better prepare them for a successful release to the community.*

#### **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

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- 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 (HR 6.02) and training (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**

- Evidence of collaboration with relevant organizations, agencies, and other parties, including agreements with any cooperating providers

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### On-Site Activities

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

### **JJR 5.01**

The organization collaborates with relevant parties, including the court and the public agency responsible for juvenile justice, to encourage placement of youth into programs within their community that address their risks and needs in the least restrictive environment necessary.

**Interpretation:** *Since a comprehensive range of services must be available for appropriate placements to occur, it may also be important to advocate for the availability of alternative services if they are lacking or inaccessible.*

**Interpretation:** *Placement into pre-adjudicatory detention should be based on risks related to safety and failure to appear, not needs. Organizations providing detention services should advocate with appropriate parties to reduce the incidence of unnecessary detention and the length of time youth are detained without services.*

### **JJR 5.02**

When youth have needs the organization cannot meet, alternative arrangements are made to deliver appropriate services.

### **JJR 5.03**

The organization collaborates with other organizations and agencies involved with youth to promote the delivery of comprehensive, coordinated services during residential care.

**Related:** CR 2

**Interpretation:** *This includes organizations and agencies involved with youth both during and prior to residential care. When youth receive services from other providers while they are in residential care, the organization should collaborate with those providers to eliminate service duplication and ensure that issues are addressed in a cohesive manner. However, even when an organization provides all services directly, it can still collaborate*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

*with relevant court and legal personnel, the public agency with statutory authority, and any organizations and agencies that may have been involved with youth prior to residential care.*

*As referenced in 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.*

### **JJR 5.04**

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.

**Related:** CR 2

**Interpretation:** *When possible, this should include procedures and/or agreements designed to protect youth from self-incrimination. As referenced in JJR 5.03, this may be especially important when organizations serve youth prior to adjudication.*

**Research Note:** *Relevant laws, regulations, and other requirements may include federal, state, 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 emphasizes 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.*

### **JJR 5.05**

The organization promotes a more comprehensive understanding of the

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

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 juvenile justice system, or advocating for cross training.

### **JJR 5.06**

The organization reaches out to community resources and partners to:

- a. recruit volunteers; and
- b. identify opportunities for youth to become involved with or contribute to the community, when possible and appropriate.

**NA** *The organization provides only detention services.*

### **JJR 5.07**

To promote service continuity and facilitate the delivery of aftercare that helps youth maintain gains made during residential care, the organization identifies, reaches out to, and collaborates with organizations and agencies that may serve youth after release.

**Interpretation:** *When another party (such as an aftercare case manager) is primarily responsible for making connections with the providers and resources youth access after release, the organization may implement this standard by partnering with the other party to facilitate reentry planning and follow-up, as referenced in JJR 16 and 17.*

**Research Note:** *Literature suggests that aftercare is often compromised by a lack of coordination between juvenile justice personnel and community service providers, and notes that effective aftercare requires collaboration with judges, probation, police, aftercare agencies, schools, and community-based organizations.*

**NA** *The organization provides only detention services.*

**Note:** *Aftercare planning and provision are addressed further in JJR 16 and JJR 17.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





# Juvenile Justice Residential Services

## JJR 6: Health Services

Youth receive health services and guidance that promote good health and well-being.

### 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 (HR 6.02) and training (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.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## Table of Evidence

### **Self-Study Evidence**

- A description of health services
- Health related procedures

### **On-Site Evidence**

- Health education material

### **On-Site Activities**

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served
- Verify employment of qualified medical practitioner either directly or via contract
- Review case records

### **(FP) JJR 6.01**

Youth receive a health assessment conducted by a qualified medical practitioner that includes:

- a. a health examination within seven days of admission; and
- b. a dental screening within seven days of admission, and a dental examination within sixty days of admission.

**Interpretation:** *If the organization obtains a health record showing that the youth recently received a dental examination, it may not be necessary to conduct another examination within sixty days of admission. In those cases, the organization should ensure that the examination is conducted within six months of the date the last exam was completed (e.g., if the youth had an exam two months before admission, the next exam should occur within four months after admission). Dental screenings should still occur according to the timeframes referenced in the standard.*

**Note:** *Screenings for urgent risks and needs are addressed in JJR 1.02.*

**Note:** *Regarding element (b) of the standard, the organization will receive a rating of 2 if it: (1) conducts screenings to identify any urgent dental needs, and ensures the follow-up services needed to address these needs are provided, (2) ensures youth have access to services if dental issues arise*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

after the screening, and (3) ensures that all youth receive a dental examination within six months of admission, with appropriate follow-up thereafter.

### **(FP) JJR 6.02**

Youth receive services needed to address any health-related issues identified during the assessment and have access to ongoing health care, including sick call, by a qualified medical practitioner.

### **(FP) JJR 6.03**

In case of emergency, a physician or other qualified medical practitioner assumes 24-hour on-call medical responsibility.

**Interpretation:** *It is permissible to use a local medical facility for emergency services, provided the organization has a written agreement with the facility.*

### **JJR 6.04**

Health records include a written summary of the youth's known medical history, including immunizations, operations, illnesses, prior reactions to medications, and allergies.

**Interpretation:** *Copies of the medical history should be provided to youth or their legal guardians upon request.*

### **JJR 6.05**

To promote physical health and development of healthful habits, youth are provided with nutritious meals and snacks, and engaged in adequate exercise.

### **JJR 6.06**

To promote their ability to maintain better health practices, youth receive appropriate support and education regarding:

- a. proper nutrition and exercise;
- b. personal hygiene;
- c. substance use and smoking;

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- d. sexual development;
- e. safe and healthy relationships;
- f. prevention and treatment of diseases, including sexually transmitted diseases;
- g. HIV/AIDS prevention; and
- h. pregnancy prevention and responsible parenting.

**NA** *The organization provides only detention services.*

### **JJR 6.07**

Direct service workers promote good health habits and healthy living.

### **(FP) JJR 6.08**

Pregnant youth are provided or linked with specialized services that include, as appropriate:

- a. pregnancy counseling;
- b. prenatal health care;
- c. genetic risk identification and counseling services;
- d. fetal alcohol syndrome screening;
- e. labor and delivery services;
- f. postpartum care;
- g. pediatric care, including well-baby visits and immunizations; and
- h. children's health insurance programs.

**NA** *The organization does not serve pregnant youth.*

### **JJR 6.09**

Pregnant youth are educated about the following prenatal health topics:

- a. fetal growth and development;
- b. the importance of prenatal care;
- c. nutrition and proper weight gain;
- d. appropriate exercise;
- e. medication use during pregnancy;
- f. effects of tobacco and substance use on fetal development;
- g. what to expect during labor and delivery; and
- h. benefits of breastfeeding.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

**Interpretation:** *These topics may be addressed by qualified medical personnel in the context of the prenatal health care referenced in JJR 6.08.*

**NA** *The organization does not serve pregnant youth.*

**NA** *The organization provides only detention services.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 7: Mental Health Services

Youth with mental health conditions receive the appropriate level and intensity of treatment needed to address problems and promote rehabilitation.

**Research Note:** *Research indicates that youth in the juvenile justice system are more likely than other youth to have mental health problems, and some literature suggests that these issues may have contributed to youths' initial delinquency. Accordingly, experts point to the importance of treating these needs and issues in order to help youth rehabilitate and decrease their risk of recidivism.*

**Research Note:** *Group treatment has been emphasized in one prominent juvenile justice reform model as an effective method for rehabilitation because it encourages youth to be held accountable for their destructive behavior and be introspective about the cause of such behavior. Utilizing group treatment may reduce recidivism rates, increase security in juvenile justice facilities, and help youth overcome traumatic histories.*

### 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 (HR 6.02) and training (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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- 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 mental health services
- Mental health related procedures

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

- Documentation of residents with co-occurring conditions

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

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served
- Verify employment of qualified mental health professional either directly or via contract
- Review case records

### (FP) JJR 7.01

Youth receive a mental health assessment within seven to fourteen days of admission, and youth with mental health conditions receive diagnoses based on standardized diagnostic tools.

**Interpretation:** *As referenced in JJR 1.04, some organizations may*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

*conduct systematic service need screenings to determine when youth are in need of more in-depth assessments. When this is the case these service need screenings should occur within seven to fourteen days, and further evaluation should be conducted if necessary.*

**NA** *The organization provides only detention services.*

### **JJR 7.02**

Interventions are appropriate to youths' needs, and based on evidence or clinical practice guidelines, where they exist.

**Research Note:** *Research indicates that most evidence-based treatments have been designed for specific disorders. Accordingly, it is critical to conduct assessments that yield an accurate diagnosis.*

**NA** *The organization provides only detention services.*

### **(FP) JJR 7.03**

Treatment services are provided by qualified mental health professionals.

**Interpretation:** *If other personnel provide some aspects of service, they must be trained and supervised by qualified mental health practitioners.*

**NA** *The organization provides only detention services.*

### **(FP) JJR 7.04**

When youth receive medications for emotional or behavioral conditions, medication use is:

- a. consistent with the youth's assessed needs and service plan;
- b. authorized and managed by a board-eligible psychiatrist or another qualified health practitioner; and
- c. monitored for efficacy and side effects.

**Related:** RPM 3

**Interpretation:** *It is permissible under the standard to use a consulting psychiatrist or a community mental health center for psychiatric consultation, provided that the organization has a formal agreement.*

### **(FP) JJR 7.05**

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





## Juvenile Justice Residential Services

In case of emergency, youth have access to mental health services 24 hours a day.

**Interpretation:** *It is permissible to use a local mental health facility for emergency services, provided the organization has a written agreement with the facility.*

### **JJR 7.06**

When youth have experienced trauma, the organization provides specialized services and trauma-informed care.

**Research Note:** *Research suggests that many youth in the juvenile justice system have experienced trauma, especially girls.*

### **(FP) JJR 7.07**

To promote the safety of youth at risk of suicide, personnel:

- a. recognize when youth are thinking about suicide;
- b. monitor suicidal youth at a frequency consistent with level of risk;
- c. respond promptly and appropriately to youth who attempt suicide; and
- d. continually supervise youth who attempt suicide until they are assessed by qualified medical and mental health personnel.

**Related:** RPM 2, ASE 7.02, ASE 7.03, ASE 7.04

### **JJR 7.08**

Youth diagnosed as having co-occurring mental health and substance use conditions receive integrated treatment either directly or through active involvement with a cooperating service provider.

**Research Note:** *Research indicates that the prevalence of co-occurring conditions is high among youth in the juvenile justice system, and suggests that treatment modalities addressing one problem at a time are not likely to be effective. Accordingly, literature points to the importance of providing integrated treatment that addresses needs in a cohesive manner.*

**NA** *The organization provides only detention services.*

**Note:** *Collaboration with cooperating service providers is also addressed in JJR 5.02 and 5.03.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### JJR 8: Services for Substance Use Conditions

Youth with substance use conditions receive treatment that meets their needs.

**Interpretation:** *As referenced in JJR 7.08, youth diagnosed as having co-occurring mental health and substance use conditions should receive integrated treatment either directly or through active involvement with a cooperating service provider.*

**Research Note:** *Research suggests that many youth in the juvenile justice system are in need of treatment services for substance use conditions. However, it is also important to note that not all youth who have used substances in the past have conditions that require treatment.*

**NA** *The organization provides only detention services.*

#### 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 (HR 6.02) and training (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

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential 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**

- A description of services for substance use conditions
- Substance use related procedures

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

No On-Site Evidence

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

- Interview:
  - a. Program director
  - b. Relevant personnel
  - c. Youth served
- Verify employment of qualified health professional either directly or via contract
- Review case records

### **(FP) JJR 8.01**

When a youth's assessment indicates the presence of a substance use condition, personnel determine and arrange for an appropriate level and intensity of care and treatment.

**Interpretation:** *A licensed physician, or another qualified health professional with experience, training, and competence in diagnosing and treating alcohol and other drug problems, should be involved in making decisions about the appropriate level and intensity of care and treatment.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### **JJR 8.02**

Interventions are:

- a. based on evidence or clinical practice guidelines, where they exist; and
- b. appropriate for youth.

**Related:** BSM 2.01

**Research Note:** *Research indicates that, because of the developmental differences between adults and adolescents, treatment models used with adults are often not effective with youth.*

### **JJR 8.03**

Youth are helped to:

- a. identify situations that prompt substance use; and
- b. develop healthier ways of responding to these situations.

### **(FP) JJR 8.04**

Medical needs are addressed directly or through an established referral arrangement, and can include medical detoxification, medication monitoring and management, physical examinations or other physical health services, laboratory testing and toxicology services, and other diagnostic procedures.

### **(FP) JJR 8.05**

A licensed physician, or another qualified health professional with experience, training, and competence in engaging, diagnosing and treating alcohol and other drug problems, is responsible for the medical aspects of substance use or dependency treatment, including:

- a. prescribing and/or supervising medication; and
- b. providing or reviewing diagnostic, toxicological, and other health related examinations.

**Interpretation:** *Medication management should include appropriate monitoring and administration of pharmacotherapy for youth with co-occurring conditions.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### **JJR 8.06**

Youth are engaged in treatment for a sufficient length of time to attain recovery and promote positive behavioral change.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 9: Education Services

Comprehensive, coordinated education services help youth catch up in school and advance to the highest possible level of academic achievement.

**Research Note:** *Literature emphasizing the challenges associated with re-entering the educational system after residential care points to the importance of helping youth access appropriate education services after release, as addressed in JJR 16 and 17.*

### 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 (HR 6.02) and training (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.,

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential 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**

- A description of services
- Procedures for developing educational plans
- Procedures for enrolling participants in local school, if applicable

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

- Procedures for coordinating with local school district, if applicable

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

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

### **JJR 9.01**

Each youth is:

- a. provided with an education plan that is integrated with the service plan; and
- b. enrolled in an appropriate educational program.

**Research Note:** *Research suggests that many youth in the juvenile justice system are in need of special education services and highlights the importance of: (1) identifying when youth are eligible for special education, as referenced in JJR 1.04; (2) developing individualized education programs (IEPs) that meet their needs; and (3) arranging for the delivery of special education services.*

### **JJR 9.02**

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

The educational program incorporates effective instructional practices, quality curriculum design, and educational tools for diverse learning needs.

### **JJR 9.03**

The educational program is approved, certified, accredited, registered, or operated by or in conjunction with the local school district.

### **JJR 9.04**

The educational program complies with all state and local requirements regarding:

- a. the number of hours students spend in school per day;
- b. the qualifications of educational personnel; and
- c. the ratio of students to educational personnel.

### **JJR 9.05**

Program personnel routinely and frequently communicate and collaborate with educational personnel.

### **JJR 9.06**

The organization provides or arranges, as needed:

- a. tutoring;
- b. preparation for a high school equivalency diploma; and
- c. college preparation.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





## Juvenile Justice Residential Services

### JJR 10: Development of Social and Independent Living Skills

Youth are engaged in programming and activities that help them acquire and strengthen the social and independent living skills needed to become responsible, connected, and law-abiding members of their communities.

**Research Note:** *Some research suggests that cognitive behavioral interventions and interpersonal skills training are promising ways to address youths' risks and needs. Literature also distinguishes the skill development described here from the treatment addressed in previous core concept standards (such as JJR 7 and 8), noting that while "treatment" is designed to help youth address specific problems and disorders, it will not necessarily help them develop competencies that can help them succeed. This literature also suggests that while not all youth are in need of treatment services, nearly all can benefit from the training and other activities described below.*

**NA** *The organization provides only detention services.*

#### 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 (HR 6.02) and training (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

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- 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 services

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

- Program curricula

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

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

### JJR 10.01

Youth are helped to develop social skills needed to:

- a. solve problems, resolve conflicts, and make decisions;
- b. control impulses and manage anger; and
- c. interact appropriately with others.

### JJR 10.02

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

Youth are helped to understand the impact of past actions and behaviors, and taught how to make responsible, pro-social decisions in the future.

### **JJR 10.03**

Youth are helped to develop age-appropriate skills they will use in daily life after leaving residential care.

**Interpretation:** *Relevant skills may include, but are not limited to: identifying networks of support; time management; accessing and using community resources; pursuing educational and occupational opportunities; household management; budgeting and money management; and accessing available financial assistance.*

### **JJR 10.04**

Pregnant and parenting youth are helped to develop skills and knowledge related to:

- a. basic caregiving routines;
- b. child growth and development;
- c. meeting children's health and emotional needs;
- d. environmental safety and injury prevention;
- e. parent-child interactions and bonding;
- f. age-appropriate behavioral expectations and appropriate discipline; and
- g. family planning.

**NA** *The organization does not serve pregnant or parenting youth.*

### **JJR 10.05**

Personnel model pro-social behavior and attitudes in daily interactions at the facility, and youth are expected and encouraged to do the same.

### **JJR 10.06**

Youth have opportunities to practice and demonstrate their skills outside the facility, when possible and appropriate.

**Interpretation:** *Relevant opportunities to practice and demonstrate skills may include community service projects, vocational placements, and visits*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

*to the family or home community. As referenced in JJR 5.06, it may be appropriate to collaborate with others to identify meaningful ways for youth to contribute to the community.*

**Research Note:** *Literature emphasizes that there is more to competency development than skills training, and notes that youth also need opportunities to use skills in productive, valued activities.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 11: Workforce Development Services

Youth are helped to develop the knowledge, skills, and attitudes needed to find and keep jobs, and achieve long-term economic self-sufficiency.

**Interpretation:** *When the organization serves youth of different ages, it may not be appropriate to engage younger youth in workforce development services.*

**NA** *The organization serves only younger youth for whom workforce development services are not appropriate.*

**NA** *The organization provides only detention services.*

### 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 (HR 6.02) and training (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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

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 services

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

- Program curricula

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

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

### **JJR 11.01**

Youth are helped to improve skills related to the job search, including resume writing, completing job applications, and preparing for interviews.

### **JJR 11.02**

To promote job retention and advancement, workforce readiness training addresses:

- a. making decisions in the workplace;
- b. working on a team;
- c. communicating effectively with others;
- d. working with diverse groups of people;
- e. using computers; and
- f. managing finances.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### **JJR 11.03**

Youth are engaged in occupational training programs and opportunities that are:

- a. relevant to jobs existing in the areas where youth will reside after leaving residential care; and
- b. appropriate to youths' employment-related histories, skills, and interests, to the extent possible and appropriate.

### **JJR 11.04**

The organization is knowledgeable about labor market conditions and courses are modified, as necessary, to ensure that training programs meet the needs of potential employers and are appropriate to the skill level of youth.

### **JJR 11.05**

When youth have opportunities to participate in work furloughs, the organization follows up with both employers and youth to assess the appropriateness of placements and address any emerging issues.

**NA** *Youth do not participate in work furloughs.*

### **JJR 11.06**

Policy prohibits exploitation of youth in employment-related training or gainful employment.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 12: Living and Service Environment

Youth reside and receive services in safe, appropriate settings that meet their basic needs.

**Related:** ASE 2, ASE 4, ASE 5, ASE 7, ASE 8

**Note:** *Additional standards that address the importance of providing a clean, healthy, and safe service environment are included in ASE.*

### 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 (HR 6.02) and training (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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





## Juvenile Justice Residential Services

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

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

No On-Site Evidence

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

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

### **(FP) JJR 12.01**

The organization meets youths' basic needs by providing:

- a. appropriate sleeping accommodations, including a clean, covered mattress; a pillow; and sufficient clean linens and blankets;
- b. sufficient access to facilities and supplies for toileting, bathing, and personal hygiene;
- c. clean and appropriate clothing.

**Research Note:** *Sleeping rooms should be large enough to allow for comfortable movement during in-room activities. Some literature suggests that single and double rooms should have at least 70 square feet per youth, and that rooms housing three or more youth should have at least 50 square feet per youth.*

### **JJR 12.02**

Sufficient and appropriate space, materials, and furnishings are available for:

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- a. dining;
- b. exercise;
- c. on-site services, including treatment, education, and other programming;
- d. recreation and leisure;
- e. visits with family members; and
- f. private meetings with attorneys.

### **JJR 12.03**

The living and service environments are homelike and non-institutional, to the extent possible and appropriate.

**Interpretation:** *Organizations may strive to make the environment homelike and non-institutional by, for example, allowing youth to personalize their sleeping areas, and contribute to decisions about how to make living areas comfortable and reflective of youths' interests and diversity. The environment should be sensitive to and supportive of youth regardless of their age, developmental level, language, disability, background, gender and gender identity, race, ethnicity, culture, religion, socioeconomic status, and sexual orientation.*

### **JJR 12.04**

The organization allows for privacy in bathrooms and sleeping areas, to the extent possible and appropriate.

**Research Note:** *Literature indicates that adolescents have a greater need than most for personal privacy.*

### **JJR 12.05**

Adequate space and materials are also available for:

- a. housekeeping, laundry, maintenance, and storage, including storage of personal items youth are not permitted to keep in their living space;
- b. meeting the needs of on-duty personnel, including private sleeping accommodations for personnel who sleep at the facility, if applicable; and
- c. related administrative support functions.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 13: Service Culture

The service culture and daily living experiences support personal growth, rehabilitation, and positive behavior.

### 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 (HR 6.02) and training (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.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## Table of Evidence

### **Self-Study Evidence**

- A description of services
- Procedures regarding visits, phone calls, and mail

### **On-Site Evidence**

- Program rules and expectations
- Program schedule

### **On-Site Activities**

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

### **(FP) JJR 13.01**

Rules and expectations are:

- a. clearly conveyed to youth and personnel; and
- b. enforced in a fair and consistent manner.

### **JJR 13.02**

The organization maintains a therapeutic culture that encourages positive, respectful, and supportive interactions between:

- a. youth and personnel; and
- b. youth and their peers.

**Related:** BSM 2.01

**Interpretation:** *Personnel should also strive to anticipate, manage, and reduce the incidence of bullying and other unsafe, negative, or anti-social peer interactions.*

**Note:** *The training and activities addressed in JJR 10 should support the development of the positive, pro-social culture described in this standard.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### **JJR 13.03**

The organization maintains an accurate and readily-accessible schedule of services, and youth spend their days engaged in meaningful programming and activities.

### **JJR 13.04**

Treatment, services, and activities are appropriate for and sensitive to youths' age, developmental level, language, gender and gender identity, race, ethnicity, religion, sexual orientation, and past experiences of trauma.

**Note:** See the Research Note to JJR 7.06.

### **JJR 13.05**

Youth have opportunities to participate in activities appropriate to their skills and interests, including:

- a. sports and athletic activities;
- b. cultural enrichment activities;
- c. social activities; and
- d. religious services.

**Related:** CR 1.05

### **(FP) JJR 13.06**

The organization evaluates youth for their ability to participate in recreational activities, and obtains a medical records release, or a signed document from a qualified medical professional stating that a youth is physically capable of participating in sports and athletic activities.

### **(FP) JJR 13.07**

Youth have the right to:

- a. receive visits;
- b. make telephone calls; and
- c. send and receive mail.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

**Interpretation:** *The organization should allow for privacy in visits, phone calls, and correspondence to the extent possible and appropriate. Mail may be screened for contraband, but should not be read for content without due cause. All mail inspections should be done in the youth's presence. Correspondence with attorneys may be inspected for contraband but should not be read, and phone calls and meetings with attorneys should not be monitored. Youth should be informed of the organization's policies and procedures regarding visits, phone calls, and correspondence, and advised of any limitations on privacy.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 14: Maintaining Safety and Security

The organization maintains a safe, secure environment where youth, personnel, and the public are protected from harm.

**Note:** ASE and BSM address additional practices that contribute to safety and security.

**Note:** See ASE 6.06 for requirements on developing protocols for preventing and responding to missing and runaway children and 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 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 (HR 6.02) and training (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.,

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential 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**

- Youth/staff ratios
- Procedures for conducting searches
- Procedures for making housing assignments
- Policy and procedures regarding weapons

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

- Youth/staff ratios and coverage schedules for the past year

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

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

### **(FP) JJR 14.01**

To promote safety within the facility, the organization considers youths' age, size, gender and gender identity, vulnerability to victimization, offense history, and ability to adjust to a group when making housing assignments.

### **(FP) JJR 14.02**

When it is necessary to search youth, their rooms, or their property, trained personnel do so according to procedures that:

- a. are consistent with applicable state 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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





## Juvenile Justice Residential Services

e. establish a process and timetable for administrative review.

**Interpretation:** *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.*

### **(FP) JJR 14.03**

The organization provides sufficient supervision to ensure the safety of youth, personnel, and the public at all times, and additional personnel are available in case of emergency.

**Interpretation:** *Personnel-to-youth ratios should be based on youths' risks and needs, but should generally not exceed 1:8 during the day, and 1:16 at night. On-duty personnel must be awake at all times, and at least two staff members should be on-duty at all times. Same-gender personnel should be available to provide supervision and services, as needed.*

### **(FP) JJR 14.04**

Weapons are prohibited within the facility, and armed law enforcement officers are required to check weapons in a secure area.

**Related:** ASE 6.01

**Interpretation:** *If organizational policy allows armed law enforcement officers to enter the organization's facilities, the organization should explain: (1) under what circumstances this practice is permitted (e.g., in emergency situations), and (2) how safety is ensured while the armed officers are on site.*

### **JJR 14.05**

When youth have opportunities to leave the facility or interact with the public, the organization maintains safety by:

- a. defining when youth are eligible for the opportunity;
- b. evaluating youth for eligibility and appropriateness; and
- c. providing or arranging for sufficient support and supervision.

**Interpretation:** *Relevant opportunities may include, but are not limited to: home visits, community service projects, work furloughs, meetings with*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

*mentors, and trial visits to community programs.*

**NA** *Youth do not have opportunities to leave the facility or interact with the public.*

### **JJR 14.06**

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 court or public agency with jurisdiction over youth.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### JJR 15: Secure Residential Services

The organization maintains a safe environment for youth in secure residential programs.

**NA** *The organization does not provide secure juvenile justice residential services.*

**Note:** *Definitions of a secure juvenile justice residential program vary by state and organization, and may include programs that lock youth in their rooms or programs that use perimeter security, such as a fence. All programs defined as secure are expected to complete JJR 15.01, though some secure programs may be exempt from JJR 15.02 and JJR 15.03 if the program does not lock youth in rooms.*

#### 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 (HR 6.02) and training (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.

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

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**

- Procedures for ensuring safety when youth are locked in their rooms
- When youth are locked in their rooms for routine purposes, provide a description of why this is necessary and how the organization maintains a positive service culture

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

No On-Site Evidence

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

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

### JJR 15.01

The organization ensures the placement of youth in the secure residential facility is necessary according to their risks and needs, and advocates for a less restrictive placement when appropriate.

### (FP) JJR 15.02

Organizations that lock youth in their rooms for routine purposes:

- a. utilize this practice to maintain safety, order, and security, rather than for purposes of discipline, compliance, or convenience;

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- b. ensure that using this practice does not detract from the organization's ability to create a culture that promotes respect, healing, and positive behavior; and
- c. do not lock youth in their rooms for excessively long time periods.

**Interpretation:** *As referenced in the Note to BSM, some organizations may lock youth in their rooms for routine purposes to maintain safety, security, and order. Although this practice does restrict freedom of movement, it differs from the types of restrictive interventions addressed in BSM insofar as it is utilized on a routine, ongoing basis, rather than in response to a specific incident. It may be appropriate to lock youth in their rooms during sleep, or for other defined, short periods of time; however, because the practice is restrictive in nature, youth should not be locked in their rooms for excessively long periods, and should spend most of their waking hours engaged in meaningful and developmentally-appropriate activities, as referenced in JJR 13.03.*

**NA** *The organization does not lock youth in their rooms for routine purposes, for example, during sleep periods.*

### **(FP) JJR 15.03**

To ensure youth safety in both emergency and non-emergency situations, organizations that lock youth in their rooms for routine purposes:

- a. monitor youth while they are locked in their rooms;
- b. ensure that rooms are free from safety risks and hazards;
- c. provide access to food, water, and bathroom facilities, as needed;
- d. establish safety protocols and procedures that include plans for the immediate release of youth from locked areas in case of emergency; and
- e. train personnel and youth on emergency evacuation procedures.

**Related:** ASE 4, ASE 7

**Interpretation:** *Youth should be monitored at least every 15 minutes. If the organization uses a video camera to monitor youth, it should demonstrate that personnel are able to respond immediately if necessary. When youth are at risk for suicide or self-harm, monitoring should be face-to-face and continual.*

**Interpretation:** *As referenced in ASE 3, the organization should conform to all applicable safety codes, including fire codes.*

**NA** *The organization does not lock youth in their rooms for routine*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

*purposes, for example, during sleep periods.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 16: Planning for Reentry

The organization and youth work together to plan for transition and prepare for life after residential care.

**Interpretation:** *Although "Planning for Reentry" is a specific core concept standard, it is important to note that reentry preparation should not actually be an entirely separate practice. In contrast, the treatment and services provided throughout residential care should be designed to help youth avoid reoffending behavior and become productive members of society.*

**Research Note:** *Recidivism rates are high, and literature suggests that any progress youth make during residential care is jeopardized upon reentry. Accordingly, although not enough is known about how to increase the likelihood of successful reentry, many experts emphasize the importance of preparing for reintegration prior to release.*

**NA** *The organization provides only detention services.*

### 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 (HR 6.02) and training (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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- A number of client records are missing important information Â 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 Â
- Two or more Fundamental Practice Standards received a rating of 3 or 4.

### Table of Evidence

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

- Reentry planning procedures

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

No On-Site Evidence

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

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

#### **JJR 16.01**

To ensure an orderly transition, reentry planning begins soon after youth arrive at the facility.

#### **JJR 16.02**

Youth, their family members, and relevant personnel are involved in developing plans for transition and aftercare.

**Interpretation:** *Relevant personnel can include personnel from outside organizations and agencies. If another party, such as an aftercare case*

#### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





## Juvenile Justice Residential Services

manager, is primarily responsible for providing aftercare, he or she should be involved in the planning process as soon as possible and may play a role in implementing the practices noted in this section. However, the organization is still expected to partner with that party to facilitate effective planning and ensure that the standards are implemented, as referenced in JJR 5.07.

### **JJR 16.03**

Individualized aftercare plans are linked to service plans, and determine how to address risks, needs, and strengths in areas relevant to reentry, including, as appropriate:

- a. living arrangements;
- b. family relationships;
- c. peer groups and support networks;
- d. recreational activities;
- e. health;
- f. mental health;
- g. substance use conditions;
- h. finding and enrolling in appropriate education services, such as high school or GED programs, vocational training programs, special education services, and colleges or universities; and
- i. obtaining legitimate employment.

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

**Interpretation:** Living arrangements following residential care may vary based on a youth's age, developmental level, and family situation. Although youth will often return to their families, the organization should have a system in place to ensure this is safe and appropriate. To facilitate a more gradual transition, some organizations may transfer youth to less-restrictive residential facilities, such as group homes, before they transition to longer-term living arrangements.

### **JJR 16.04**

The organization works with resources, services, and supports specified in the aftercare plan to:

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

- a. ensure that youth are admitted to appropriate programs before release;
- b. prepare service providers and others in the community for youths' arrival;  
and
- c. build positive connections to support youth after release.

### **JJR 16.05**

The organization provides youth with advance notice of the cessation of any health, financial, or other benefits that may occur at release, and:

- a. helps youth sign up for alternative health insurance or other appropriate benefits, when available; or
- b. provides information about other options that can help meet youths' needs, such as free clinics.

### **JJR 16.06**

Youth are helped to obtain and compile any documents they may need after release, including, as appropriate to youths' ages and needs:

- a. an identification card;
- b. a social security or social insurance number;
- c. a resume;
- d. a driver's license, when the ability to drive is an appropriate goal;
- e. medical records and documentation;
- f. a birth certificate;
- g. documentation of immigration, citizenship, or naturalization, if applicable;
- h. death certificates when parents are deceased;
- i. a list of known relatives, with relationships, addresses, telephone numbers, and permissions for contacting involved parties; and
- j. educational records.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 17: Case Closing and Aftercare

Case closing is an orderly process, and aftercare is provided to monitor youth and help them solidify gains made during residential care.

### 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 (HR 6.02) and training (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**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential 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 and follow-up procedures

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

No On-Site Evidence

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

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

### **JJR 17.01**

A written summary of the case record is provided to the court and the public agency 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.

### **JJR 17.02**

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

### **JJR 17.03**

Youth are helped to transition to services specified in the aftercare plan, and

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

follow-up occurs at specified intervals after release to:

- a. supervise youth;
- b. ensure that youth access needed services and supports; and
- c. monitor youths' progress and well-being.

**Interpretation:** *As noted in JJR 5.07 and 16.02, another party, such as an aftercare case manager, may have primary responsibility for providing transition assistance and follow-up. When this is the case the organization may implement this standard by demonstrating that the other party facilitates the transition and conducts appropriate follow-up.*

**Research Note:** *Literature suggests that aftercare often relies too heavily upon supervision, and highlights the importance of also providing services and supports.*

**NA** *The organization provides only detention services.*

**Note:** *COA recognizes that this one practice standard does not reflect the complexity of what should occur upon reentry, and the importance of aftercare should not be minimized. However, because follow-up services are typically provided by a separate organization or agency, aftercare is not addressed more comprehensively in this service section. Organizations providing JJR are encouraged to partner with another organization or agency that provides the more in-depth aftercare services described in JJCM, or to provide those services themselves.*

### **JJR 17.04**

As a continuing resource for information, crisis management, and support, the organization provides each youth with contact information for the organization or the aftercare provider, as appropriate.

**NA** *The organization provides only detention services.*

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## JJR 18: Personnel

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

**Note:** *Staffing ratios are addressed in JJR 14.*

### 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

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

possess the required qualifications.

- Specialized services are obtained as required by the standards.

**3)** Practice requires significant improvement, as noted in the ratings for the Practice standards. 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.
  - 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

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



# Juvenile Justice Residential Services

## **Table of Evidence**

### **Self-Study Evidence**

- Program staffing chart that includes lines of supervision
- Table of contents of training curricula
- Procedures and criteria used to assign and evaluate workloads
- 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

### **On-Site Evidence**

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

### **On-Site Activities**

- Interview:
  - a. Supervisors
  - b. Personnel
- Review personnel files
- Verify employment of or contract with professionals providing specialized services

### **JJR 18.01**

Personnel receive the appropriate amount of training and support to demonstrate competency:

- a. youth development;
- b. positive youth engagement including communicating respectfully, establishing rapport, and building trust with youth;
- c. youths' rights and responsibilities;
- d. assessing risks and safety;
- e. recognizing and responding to needs, including needs related to health, mental health, trauma and substance use;
- f. suicide prevention and response;
- g. conflict management, crisis intervention, and de-escalation techniques;
- h. behavior management and positive disciplinary techniques;

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.





## Juvenile Justice Residential Services

- i. culturally competent service delivery that considers gender and gender identity, race, ethnicity, sexual orientation, developmental level, disability, and other relevant characteristics;
- j. understanding the importance of rehabilitation and reintegration;
- k. the definitions of human trafficking (both labor and sex trafficking) and sexual exploitation, and identifying potential victims;
- l. protocols for responding to service recipients who run away; and
- m. collaborating with other providers and local law enforcement.

**Related:** TS 1, TS 2, BSM 3, ASE 6.06

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

### **JJR 18.02**

Personnel providing youth care and supervision are qualified by at least:

- a. two years of college in a social or human service field; or
- b. a high school degree or equivalent and at least two years' experience working with youth.

### **JJR 18.03**

Case managers 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 experience working with youth.

### **JJR 18.04**

Qualified professionals and specialists provide needed services related to:

- a. mental health;
- b. substance use;
- c. medicine and dentistry;
- d. nursing; and
- e. education.

### **Purpose**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.



## Juvenile Justice Residential Services

### **JJR 18.05**

A team approach is used to ensure a comprehensive, integrated approach to service delivery and supervision.

**Interpretation:** *While JJR 5 addresses coordination with personnel at other organizations and agencies, this standard is intended to encourage appropriate communication and coordination among the organization's personnel.*

### **JJR 18.06**

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 services are provided by multiple professionals or team members; and
- e. service volume.

### **JJR 18.07**

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**

Juvenile Justice Residential Services promote public safety by providing youth with a supportive, structured setting that helps them address their needs and develop the attitudes and skills needed to make responsible choices, avoid negative behaviors, and become productive, connected, and law-abiding citizens.