

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|---|--|---|--|---|
| Physical Restraints | | | | |
| <p>Prone (face down) restraints are banned. If a youth falls to the ground, s/he is to be immediately rolled on his/her side.</p> | <p>Superintendent, Assistant Superintendents, Director of Residential Care</p> | <ul style="list-style-type: none"> • Previous Initiative with final implementation on 7/23/2015 | <ul style="list-style-type: none"> • Spring 2014 side assist technique introduced by Safe Crisis Management (SCM) trainers to prepare for elimination of prone restraints; initial training with staff. • Meetings held with supervisor & other staff to discuss the need to eliminate prone techniques • Two day training on 6 Core strategies to reduce restraint & seclusion on 12/12 -12/13/2014. • All staff trained on side assist technique in 2/15 in final preparation of prone restriction • 7/23/15 E-mail to all staff prohibiting prone restraints • 7/23 & 7/24/15 All staff meeting to discuss ban & emphasize side assist technique • 7/30/15 meeting with trainers to reinforce training & prone techniques removed from SCM training curriculum • Prone techniques removed from SCM training | <ul style="list-style-type: none"> • ORE/ESI notification of prone restraints • Verification of prone restraint with 136 & significant event submitted. |

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ACTION PLAN – JULY 24, 2015**

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|---|---|---|--|---|
| <p>A Post Safe Crisis Management Intervention review will be completed after each restraint incident within 2 business days & include staff from management, residential, clinical, medical & education. This will be documented on the review form & used with Quality Assurance for continuous quality improvement.</p> | <p>Assistant Superintendent, Clinical Director, Director of Nursing, Director of Residential Care</p> | <ul style="list-style-type: none"> • Current process modified to include clinical determination as of 8/10/2015. | <ul style="list-style-type: none"> • Daily post event debriefing meeting will now include all departments with residential, clinical and medical review and sign off. | <ul style="list-style-type: none"> • Post Event Administrative Review Form completed • Form incorporated into CONDOIT • QA involved for continuous quality improvement |
| <p>Unit staff will be instructed to call for supervisory assistance as soon as a situation with a youth begins to escalate, Supervisor shall remain present & direct the intervention.</p> | <p>Assistant Superintendent, Director of Residential Care</p> | <ul style="list-style-type: none"> • Current process of assistance calls modified on 8/1/15 for earlier request of support. | <ul style="list-style-type: none"> • 7/29/15 E-mail to all staff regarding R&S reduction enhancement • Procedure discussed at roll call with staff. | <ul style="list-style-type: none"> • Documentation on shift report |
| <p>A clinician will be called to every physical restraint. If no clinician is on-grounds (overnights), a clinician shall review the incident upon arrival. Unit Supervisor & clinician will document why</p> | <p>Assistant Superintendents, Director of Residential Care, Clinical Director</p> | <ul style="list-style-type: none"> • Current process of clinical responding to assistance calls being modified to include clinical determination by 9/1/15 | <ul style="list-style-type: none"> • Documented in clinical notes. • Clinical review of restraint at daily post event debriefing meeting and documented on form. | <ul style="list-style-type: none"> • Completed Post Event Debriefing form saved on "s" Drive & sent to ORE. |

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ACTION PLAN – JULY 24, 2015**

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|---|--|--|---|---|
| the youth presented a danger to self or others & what strategies can be used in the future to avoid restraint. | | | | Modification to CONDOIT to track. |
| Physical restraint incidents shall be documented in the youth's monthly progress report and include suggestions regarding what should be done to prevent restraint in future. | Assistant Superintendents, Director of Residential Care, Clinical Director | <ul style="list-style-type: none"> Current process of debriefing with youth shall include a youth debriefing tool by 9/1/15 | <ul style="list-style-type: none"> Youth debriefing and youth debriefing and comment form will be used to identify techniques to be used by staff and youth. | <ul style="list-style-type: none"> Documented on Care Plans. |
| Youth case plans will discuss restraint avoidance techniques individualized to the youth. | Assistant Superintendents, Director of Residential Care, Clinical Director | <ul style="list-style-type: none"> Current care plan will incorporate youth debriefing tool by 9/1/2015. | <ul style="list-style-type: none"> Resident Debriefing Tool will be incorporated into care plan. | <ul style="list-style-type: none"> Documented on care Plans. |
| Mechanical restraints (handcuffs & shackles) shall be phased out except when transporting a youth across campus or off campus. | Superintendent, Assistant Superintendents, Director of Residential Care | <ul style="list-style-type: none"> 1/16/16 | <ul style="list-style-type: none"> Six Core Strategies committee preparing the implementation. | |

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ACTION PLAN – JULY 24, 2015**

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|---|--|--|--|--|
| Seclusions | | | | |
| Review national best practice standards and incorporate relevant elements into facility practice. | CJTS Superintendent, Quality Assurance, Clinical Director | <ul style="list-style-type: none"> • Continuous implementation of national best practices will be finalized by 9/1/15. • Ongoing annual review will continue as part of CQI. | Resources include: <ul style="list-style-type: none"> • American Correctional Association Standards • Prison Rape Elimination Act Standards • Juvenile Detention Facility Assessment – A Guide to Juvenile Detention Reform by Annie E. Casey Foundation • Juvenile Detention Alternative Initiative by Annie E. Casey Foundation. | <ul style="list-style-type: none"> • Policies, procedure and practices update with incorporation of NBPS. |
| Expand the use of voluntary comfort rooms for youth. | Assistant Superintendent, Clinical Director | <ul style="list-style-type: none"> • Expand current comfort room to other units by 10/1/15. | <ul style="list-style-type: none"> • Materials & equipment quotes being obtained by 10/1/15. | <ul style="list-style-type: none"> • Track use of comfort room in Care plans. |
| Clinician will directly engage youth while s/he is in seclusion, including in the seclusion room when safety permits. | Clinical Director | <ul style="list-style-type: none"> • Current clinical seclusion assessment process being modified to incorporate in room assessments by 9/1/15. | <ul style="list-style-type: none"> • Documented in clinical notes • Documentation on seclusion sheet. | <ul style="list-style-type: none"> • Modification to CONDOIT to track seclusion assessments |

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ACTION PLAN – JULY 24, 2015**

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|--|--|---|---|---|
| <p>At the start of a seclusion episode, a clinician shall confirm & document that seclusion is necessary to prevent imminent harm to self or others, including description of behaviors that warrant the assessment. Clinician shall reassess the youth at least once every hour &, if youth continues to present with imminent harm, shall document specific behaviors that conclusion.</p> | <p>Assistant Superintendents, Clinical Director</p> | <ul style="list-style-type: none"> • Current seclusion process and policy being modified for clinical determination by 9/1/15. | <ul style="list-style-type: none"> • Documented in clinical notes • Documented on seclusion sheet. | <ul style="list-style-type: none"> • Modification to CONDOIT to track seclusion assessments. |
| <p>No seclusion episode shall last longer than four hours (national best practice standard). If the youth remains a danger to self or others after 3 hours, clinical staff shall assess to determine if hospitalization referral is needed.</p> | <p>Assistant Superintendents, Clinical Director, Director of Residential Care, Director of Nursing</p> | <ul style="list-style-type: none"> • Current seclusion assessment process includes ongoing health/medical monitoring by nurse. Psychiatric consultations will assist clinical to determine if hospital referral is needed by 9/1/15. | <ul style="list-style-type: none"> • Documented in clinical notes • Documentation on seclusion sheet. • Clinical Director and Superintended notified through on call manager and/or Operations office. | <ul style="list-style-type: none"> • Modification to CONDOIT |
| <p>Youth to be released from seclusion immediately upon clinician finding s/he is not a</p> | <p>Assistant Superintendents, Clinical</p> | <ul style="list-style-type: none"> • CJTS policy prohibits the use of seclusion for | <ul style="list-style-type: none"> • Documented in clinical notes • Documentation on seclusion sheet. | <ul style="list-style-type: none"> • Modification to CONDOIT |

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ACTION PLAN – JULY 24, 2015**

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| danger to self or others. Youth shall never be held longer in seclusion for punishment or non-compliance. | Director, Director of Residential Care, Director of Nursing | punishment or compliance. • Current seclusion assessment process to incorporate clinical determination by 9/1//15. | | |
| Seclusion incidents shall be documented in each youth's monthly progress report, including steps to take avoid seclusion in the future individualized for the youth. | Assistant Superintendents, Clinical Director, Director of Residential Care | • Current debriefing process with youth will now include youth debriefing tool to further assist with individualized plan. | • Documented in clinical notes • Care Plan enhanced with Youth Debriefing Tool. | • Modification to CONDOIT |
| Youth's case plan to discuss seclusion avoidance techniques individualized for the youth. | Assistant Superintendents, Clinical Director, Director of Residential Care | • Current debriefing process with youth will now include youth debriefing tool to further assist with individualized plan. | • Care Plan will incorporate youth input regarding avoidance techniques. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

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|---|---|--|--|-----------------------------|
| Out of Program Sanctions | | | | |
| Develop better techniques for dealing with disruptive youth. | Assistant Superintendent, Director of Residential Care | <ul style="list-style-type: none"> • Current annual training curriculum and Safe Crisis Management training will incorporate more techniques with disruptive youth. | <ul style="list-style-type: none"> • Training department has enhanced curriculum on youth development. | |
| Out-of-program time should be used for disruptive youth only, but not as a punitive measure | Assistant Superintendents, Director of Residential Care. | <ul style="list-style-type: none"> • Current use of out of program time is being modified to include more techniques in dealing with disruptive youth. | <ul style="list-style-type: none"> • Ongoing consultation with Trauma Core team to continuously review techniques and incorporate NBPS. | |

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ACTION PLAN – JULY 24, 2015**

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| Careline (Abuse/Neglect) Referrals | | | | |
| Updated mandated reporter training for all CJTS staff including sanctions for failure to report | Training Academy Director CJTS Director of Training | <ul style="list-style-type: none"> • DCF Training Academy and CJTS Training Dept. train all staff on mandated reporter. | <ul style="list-style-type: none"> • Currently all staff trained by certified trainers on mandated reporter expectations during new employee orientation and during annual refresher training. • Refresher training will bring staff current with penalties for not reporting and include prone restraints. • Currently three staff at CJTS are certified trainers and will be identifying others interested in training. | |
| All reports of abuse or neglect of a youth at CJTS must be accepted by Careline staff or approved for non-accept by Careline Director. | Careline Director | Implemented | | |
| All reports of abuse or neglect regarding a CJTS youth shall be referred to Human Resources, including non-accepts. | Careline Director Human Resources Director | Implemented | | |

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ACTION PLAN – JULY 24, 2015**

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|--|---|--|----------|-----------------------------|
| Documentation regarding non-accepted reports will be kept for 2 years Non-accept history to be reviewed and documented in the referral when a call comes in. | Careline Director Information Services Director IT Business Analyst IT System Developer (LINK) | <ul style="list-style-type: none"> • Initiated 7/20/2015 • Implementation date 9/1/15. | | |
| Careline to develop robust quality assurance and multi-disciplinary peer review process. | Careline Director | <ul style="list-style-type: none"> • 8/1/15 | | |
| Careline management to review non-accept aggregate date on a regular basis. | Careline Director | Implemented | | |
| Develop policy guidance for Careline staff answering referrals regarding DCF facility staff. | Careline Director Legal Director | <ul style="list-style-type: none"> • 9/1/15 | | |

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ACTION PLAN – JULY 24, 2015**

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| Special Investigations Unit | | | | |
| Increased use of clinical/RRG staff to understand impact of incident on youth, as well as consultation on potential program concerns. | SIU Program Manager Health and Wellness Director | Implemented and engage with Regions and RRG ongoing | | |
| Legal review of all DCF employee reports. | SIU Program Manager Legal Director | Implemented | | |
| Coordinate with Human Resources on all DCF referrals (Note: for legal reasons the finding and recommendations of each investigation must be reached independently, but SIU and HR staff may share information and consult.) | SIU Program Manager Human Resources Director | Implemented | | |
| During investigations, institute greater review of relevant policy, protocols and clinical interventions, ask management about how a particular concern has been addressed with staff in the past, review the Child's Individual Case Management | SIU Program Manager | Implemented in ongoing investigations; to be added to policy and institute training 8/30/15 | | |

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ACTION PLAN – JULY 24, 2015**

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| Plan that was available to staff prior to incident (<i>e.g.</i> , did all staff review the ICMP at the start of shift?) | | | | |
| Include more in-depth Program Concerns at part of protocol | SIU Program Manager | Implemented | | |
| CJTS response to Program Concerns to be sent to Risk Management within 30 days of completed SIU investigations, with copy to Commissioner | Assistant Superintendents Office of Research and Evaluation Director | <ul style="list-style-type: none"> Current responses to program concern are sent back to Risk Management within 30 days & will now include the Commissioner as of 9/1/15. | | Responses to program concerns will be tracked for CQI. |
| Recurring programmatic violations (3 or more of similar concern) reported directly to Commissioner | SIU Program Manager | Implemented | | |

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ACTION PLAN – JULY 24, 2015**

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| Clinical Department | | | | |
| Clinician on grounds until 8:30 (bed time) | Clinical Director, HR Director | <ul style="list-style-type: none"> • Union notified • To be implemented 8/14/15. | <ul style="list-style-type: none"> • H.R./Union mtg., scheduled on 8/4 @ 10 • MOU in progress scheduled to begin on 8/15/15 | |
| Clinicians on call after 8:30 pm and they must respond to the facility to assess any youth that require clinical assessment. | Clinical Director HR Director | <ul style="list-style-type: none"> • Currently clinicians do respond 24/7 for intakes & to conduct clinical assessments as needed. | <ul style="list-style-type: none"> • Clinical notes will more accurately detail assessments and translate them into care plans. | <ul style="list-style-type: none"> • CONDOIT modification to safety watches |
| Clinical notes to be more comprehensive and more readily available to staff. | Clinical Director | <ul style="list-style-type: none"> • Current clinical notes will now be shared with operations supervisory staff to assist with individualized responses by 9/1/15. | <ul style="list-style-type: none"> • Care plan more individualized through inclusion of clinical notes and youth input. | |
| A clinician to be part of every suicide attempt/gesture and restraint debriefing. | Clinical Director Assistant Superintendents | <ul style="list-style-type: none"> • Current process of clinical participation in event debriefing will now occur daily at post event debriefing. | <ul style="list-style-type: none"> • Discussed at 7/29/15 Clinical Meeting • Clinical part of Daily Post Event Debriefing meeting. | <ul style="list-style-type: none"> • Modifications to CONDOIT |

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ACTION PLAN – JULY 24, 2015**

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| Youth Clinical Assessments & intervention plans will be reviewed & revised to include more detailed descriptive information that will be helpful to residential staff & assist them in individualizing care. | Assistant Superintendents, Clinical Director, Director of Residential Care | <ul style="list-style-type: none"> • Modifications to assessments & care plans will incorporate more strength based language to assist staff in working with youth by 9/1/15. | <ul style="list-style-type: none"> • Revisions to care plans, in progress. | <ul style="list-style-type: none"> • Modifications to CONDOIT |
| Clinical Department will actively track all youth who present with significant mental health needs to ensure appropriate utilization of clinical resources. | Clinical Director, Psychiatrists | <ul style="list-style-type: none"> • Current process of weekly case reviews with referral for psychiatric consultation will now include psychiatric consultation on all youth beginning on 9/1/15. | <ul style="list-style-type: none"> • Psychiatrist and Supervising Clinicians will track youth with significant mental health needs to ensure individualized care. • Monthly meeting with DMHAS include referral for services for youth with significant mental health needs. | |
| Youth will be asked to complete the Personal Safety Care plan to assist with development of the intervention plan. | Clinical Director | <ul style="list-style-type: none"> • New component of youth assessment will include PSC plan as of 9/1/15. | <ul style="list-style-type: none"> • Personal safety care plans will be incorporated with care plan to assist with individualized responses. | |
| Assessment tool relative to youth's trauma history and exposure will be administered as part of the 30 day evaluation. | Clinical Director | <ul style="list-style-type: none"> • 8/15/15 | <ul style="list-style-type: none"> • Consult with DCF Trauma Core Team to identify most appropriate tool to inform treatment. | |

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| Use of BACS-2 and CRPT Post Traumatic symptoms ratings as a part of the JJPOC initiative. | Clinical Director | • 10/1/15 | • Statewide application of BACS-2 and CRPT is being implemented as part of JJPOC. | |
| Other assessment instruments recommended such as the CYRM-28 are being reviewed to determine overlap with current assessment instruments being used, the utility of tool for current population served and the costs associated with these tools | Superintendent, Clinical Director | • 10/1/15 | • Current CJTS work group and DCF Trauma Core Team to include review of national best practice assessments and application to juvenile justice population. | |
| Clinical staff field trip to Massachusetts DYS to visit a piloted DBT program | Superintendent, Clinical Director | • 9/1/15 | • 1 st visit occurred on 7/15 – 3 staff participated. Other sites being scheduled. | |
| Examine use of the CANS. | Superintendent, Clinical Director, Health Management Administrator Value Options | • Conference call being scheduled with Robert Kinscherff. • DCF & CJTS staff to clarify CANS recommendations & assess if applicable to best meet the needs of the youth. | • E-mail sent to R. Kinscherff 8/3/15 requesting consultation. • Response back and scheduling in progress. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

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| <p>Modify the current CJTS psycho-social evaluation to assure key components are included to inform the most appropriate match to services upon discharge.</p> | <p>Superintendent, Clinical Director, Health Management Administrator Value Options CCCSD</p> | <ul style="list-style-type: none"> • Conference call being scheduled with Robert Kinscherff. • DCF & CJTS staff to clarify CANS recommendations & assess if applicable to Connecticut's use of CANS. | <ul style="list-style-type: none"> • E-mail sent to R. Kinscherff 8/3/15 requesting consultation. • Response back and scheduling in progress. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
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| Suicide and Self-Harm Prevention | | | | |
| Institute Shield of Care training for all staff | Clinical Director Assistant Superintendent CCCSD | <ul style="list-style-type: none"> Shield of Care was piloted at CJTS in 2013 & Pueblo staff trained with the curriculum. Curriculum adapted with all staff in 2014. | <ul style="list-style-type: none"> Zero Suicide Approach is being incorporated to further support Shield of Care and facility response to suicide ideation. | |
| Retain UConn expert to assess physical plant as well as behavioral health responses | Superintendent, Assistant Superintendents, UConn | <ul style="list-style-type: none"> Contracting in process | <ul style="list-style-type: none"> Contract meeting scheduled with UConn/Kathy Coleman on 8/19 at 1:30 p.m. at Pueblo, including CO Contract Dept. | |
| Follow up with yearly full audits, quarterly partial audits | Superintendent, Assistant Superintendents, UConn | <ul style="list-style-type: none"> Contract in process | <ul style="list-style-type: none"> Contract meeting scheduled with UConn/Kathy Coleman on 8/19 at 1:30 p.m. at Pueblo, including CO Contract Dept. | |
| Youth on 1:1 supervision for danger of self-harm must have meaningful, documented clinical contact at regular intervals | Clinical Director | <ul style="list-style-type: none"> Current suicide narratives & safety watch documents will be modified by 9/1/15. | <ul style="list-style-type: none"> Clinical Narratives more descriptive of meaningful contacts. | <ul style="list-style-type: none"> Modification in CONDOIT for safety watches |
| Add safety mirrors to the bedrooms to allow staff to see blind spots. | Superintendent Chief Engineer | <ul style="list-style-type: none"> 10/1/15 | <ul style="list-style-type: none"> Cost and materials being obtained for installation. | |

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ACTION PLAN – JULY 24, 2015**

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|--|---|--|---|--|
| Improved coding of suicide incidents. | Clinical Director, Chief of Quality and Planning | <ul style="list-style-type: none"> • 10/30/15 | <ul style="list-style-type: none"> • Current coding of suicide incidents is being enhanced to include degrees of suicide ideation. | <ul style="list-style-type: none"> • Modification in CONDOIT |
| Debriefing documentation must include clinical opinions. | Clinical Director | <ul style="list-style-type: none"> • 10/1/15 | <ul style="list-style-type: none"> • Daily post event debriefing meeting expanded to include clinical opinions on event debriefing form. | <ul style="list-style-type: none"> • Documented on Post Event Debriefing Form |
| Enhanced Data Collection and Reporting | | | | |
| Improve data collection and reporting procedures | Superintendent Chief of Quality and Planning | <ul style="list-style-type: none"> • Ongoing Goal: Start development of data enhancement plan by 8/7/15. • Target date for implementation 11/1/15. | <ul style="list-style-type: none"> • Meeting held on 8/3 regarding data and AQ. • Sharing reports for ORE review. | |
| Develop more sophisticated outcome measures | Superintendent Chief of Quality and Planning | <ul style="list-style-type: none"> • 10/30/15 | <ul style="list-style-type: none"> • Ongoing | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

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|--|---|--|--|-----------------------------|
| Enhanced Trauma-Informed Milieu | | | | |
| Technical assistance to CJTS management. | Quality Assurance Director | <ul style="list-style-type: none"> • Beginning 7/27/15 | <ul style="list-style-type: none"> • Initial meeting with M. Schultz on 8/6/15. | |
| Global trauma-informed care review including review of current EBPs for application and implementation and assure fidelity to model through ongoing quality assurance and technical assistance | Superintendent CJTS Clinical Team Clinical and Community Support Administrator Director Community Based Services Consulting Psychologist and others from Trauma Core Team | <ul style="list-style-type: none"> • August through November 2015 | <ul style="list-style-type: none"> • Ongoing | |
| Meet with trauma grant staff to incorporate CPS trauma-informed principles into CJTS training, policy and practice guide | Superintendent CCCSD Training Academy Director Trauma Core Team | <ul style="list-style-type: none"> • 10/1/15 | <ul style="list-style-type: none"> • Ongoing | |

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ACTION PLAN – JULY 24, 2015**

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|---|---|--|---|-----------------------------|
| Implement use of standardized Trauma Symptom Inventory during 30-day initial assessment. | Clinical Director | <ul style="list-style-type: none"> • Currently CJTS/ Pueblo administer the TSCC for youth under 17 years old & TSI for youth 17 & older. • Will begin to use the Connecticut Trauma Screen (CTS) by 10/1/15. | <ul style="list-style-type: none"> • These two screening tools have been in use since 2012. • Implementation of new tool is in progress. | |
| Explore implementation of evidence based model into Cady School | CJTS Superintendent USD 2 Superintendent CCCSD Administrator Community Based Services Director | <ul style="list-style-type: none"> • Training scheduled for September 2015 • 10/1/15 | <ul style="list-style-type: none"> • Ongoing meeting being scheduled | |
| All staff training – initial and yearly – to include training on working with youth with trauma, disability, psychiatric disorders, special education | CJTS Director of Training TA Director | <ul style="list-style-type: none"> • Current training curriculum on youth development; Common Psychiatric Issues with CJTS Youth. • SCM De-escalation techniques updated. • New employee orientation & | <ul style="list-style-type: none"> • Review of curriculum through staff evaluations as well as annual Training Academy curriculum review. • Ongoing meeting to be scheduled with TA and CJTS training dept. | |

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ACTION PLAN – JULY 24, 2015**

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|---|---|---|---|-----------------------------|
| | | refresher training will include this update themes by 11/1/15. | | |
| <p>Emphasize to YSOs that they are not just custody staff; they are an integral part of the treatment process. Enhance training regarding how to better engage with youth during crises, and avoid punitive reaction.</p> | <p>Superintendent TA Director</p> | <ul style="list-style-type: none"> • Current training curriculum on youth development; Common Psychiatric Issues with CJTS Youth • SCM De-escalation techniques updated. • New employee orientation & refresher training will include this update themes by 11/1/15. | <ul style="list-style-type: none"> • Ongoing meeting to be scheduled with TA and CJTS training dept. | |
| <p>Institute a teaming review of youth's suicidal, restraint and / or seclusion episodes with CJTS treatment team, regional staff, parent / guardian and youth when 3 episodes occur in a month.</p> | <p>Clinical Director, Assistant Superintendents DRC</p> | <ul style="list-style-type: none"> • Current process of Administrative Case Reviews; Plan of Service Meetings, Admissions Teaming meetings; Monthly Treatment Case Reviews, PPT's; Clinical Team Case Reviews includes these | <ul style="list-style-type: none"> • Ongoing / in progress | |

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|--|---|--|---|-----------------------------|
| | | <p>episodes in their structure.</p> <ul style="list-style-type: none"> • Will implement a dedicated team meeting to review & adjust care plan based upon 3 episodes within a month by 10/1/15. | | |
| <p>Individual youth triggers and traumas to be documented for staff to refer to regularly.</p> | <p>Clinical Director, Assistant Superintendents DCR</p> | <ul style="list-style-type: none"> • Individualized Care plans are currently updated regularly & after episodes of restraints, seclusions & suicide ideation. • These care plan will be shared not only within the residential unit staff but will include the supervisory & management staff by 9/1/2015. | <ul style="list-style-type: none"> • Ongoing / in progress | |
| <p>Encourage all staff to engage in ongoing discussions of better ways to handle individual youth.</p> | <p>Assistant Superintendents DRC, Clinical Director</p> | <ul style="list-style-type: none"> • Current staff trainings, group & individual supervisions, case review meetings, treatment team | | |

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|---|---|---|----------|-----------------------------|
| | | <p>meetings, individual care plans include discussions techniques on responses to youth.</p> <ul style="list-style-type: none"> • Continuous Quality Improvement will expand these opportunities through Grand Rounds & other venues with designated topics available to staff. | | |
| <p>Management to identify and apply overarching principles that encompass current programming such as DBT and 7 Challenges and integrate these and other programs into a cohesive trauma-informed model</p> | <p>Superintendent, Clinical Director, Assistant Superintendents, Director of Residential Care</p> | <ul style="list-style-type: none"> • Review of clinical programming with DCF Trauma Core Team to develop a cohesive trauma-informed model. • The trauma Core Team will review the clinical groups & skill development tools to determine their inclusive of trauma informed approaches with the juvenile justice youth. | | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|---|--|--|--|-----------------------------|
| | | <ul style="list-style-type: none"> • Evaluate other models aligned with national best practices & proven effective with juvenile justice youth. • Contract with Washington State expert. • Ongoing review of national best practices yearly. | | |
| Increased use of outside mental health providers, including hospitals | Superintendent, Solnit Superintendent, Clinical Director, DMHAS Heath Care Advocate, Private Providers | <ul style="list-style-type: none"> • Policy for transferring eligible CJTS youth to Solnit by 8/1/15. • Meet with partners beginning 9/1/15 Past attempts to access psychiatric placements for juvenile justice youth has been difficult and met with limited success. • Psychiatric evaluations at hospital do not | <ul style="list-style-type: none"> • Meeting with Solnit regarding transfer procedure held on 8/7/15. • Meeting with community partners in progress. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|--------------------------|--|---|-----------------------------|
| | | <p>result in placement. Youth are sent back to CJTS / Pueblo.</p> <ul style="list-style-type: none"> • CJTS Psychiatrist & Central Office Dr. Harris to identify partners in the community to assist with accessing psychiatric services for youth in need. • Solnit & CJTS / Pueblo modifying criteria for psychiatric support & admissions procedure for eligible youth. | | |
| <p>CJTS Assessments to be expanded to include greater focus on needs and risk.</p> | <p>Clinical Director</p> | <ul style="list-style-type: none"> • Current clinical assessments of youth will be modified to include more specific recommendations on needs by 10/1/15. | <ul style="list-style-type: none"> • Clinical assessments have been enhanced to include a psychologist and psychiatrist assigned to each case. • Clinical assessments preparing to be inclusive of Youth Level of Service risk and needs tool. • Youth Level of Service will be phased out as Connecticut adopts to PrediCT within DCF and CSSD. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|---|--|---|-----------------------------|
| A youth classification grid will be incorporated into the Length of Stay model and include different tracks based on needs and risk. This will be patterned on the classification grid used by CSSD. | Superintendent, Assistant Superintendents, Clinical Director, | <ul style="list-style-type: none"> • Current CJTS weekly movement meeting makes unit assignment by considering age of youth & unit ability to best meet their needs. • A classification grid will be incorporated into the movement meeting to include needs and risk of youth by 10/1/15. | <ul style="list-style-type: none"> • The Youth Level of Service tool will be incorporated into the classification grid once implemented. • The PrediCT will replace the YLS and will be used as the risk need tool for the classification grid. | |
| Case reviews and team meetings to look at juvenile risk factors and behavioral health needs of youth in an effort to reduce risk of recidivism. | Clinical Director, Assistant Superintendents | *Current case reviews & treatment team meetings include updating care plans to assist with techniques & individualizing responses. Inclusion of other factors to address recidivism by 10/1/15. | <ul style="list-style-type: none"> • Further inclusions of other factors will occur with the implementation of risk needs tools, YLS and PrediCT. | |
| Risk-Need-Responsivity model will be reviewed with staff. | Superintendent, Clinical Director | <ul style="list-style-type: none"> • The Clinical Department will begin to include the Risk Need Responsibility | <ul style="list-style-type: none"> • This model and other national best practices on addressing needs and risk to reduce recidivism are reviewed annually. Promising practice are reviewed and | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|--|---|---|-----------------------------|
| | | model discussion in their weekly clinical meeting by 10/1/15. | implemented into practice. | |
| The need for additional training in applied behavior analysis and functional behavioral assessments will be explored. Educational staff who have skills in this area to be consulted and outside evaluations obtained when needed. | Superintendent, Clinical Director, USD 2 Superintendent, Training Academy Director | <ul style="list-style-type: none"> • 11/1/15 | <ul style="list-style-type: none"> • USDII Superintendent will continue to work with Cady School and Clinical Director to determine additional evaluation needs and accessing those evaluations within DCF or through outside resources. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|---|--|---|---|
| Enhanced Front Line Supervision | | | | |
| Unit Supervisors to conduct regular on-unit rounds during every shift. | Assistant Superintendents, Director of Residential Care | <ul style="list-style-type: none"> • Currently the supervisory staff make residential rounds during shifts to support youth & staff. • The documentation of specific times these visits occur will be documented on the shift report by 8/15/15. | <ul style="list-style-type: none"> • Documentation has been implemented. | <ul style="list-style-type: none"> • Documentation on shift reports. |
| Supervisors to be trained in and use supervisory techniques same as CPS supervisors. | Superintendent, CJTS Director of Training, TA Director | <ul style="list-style-type: none"> • Training on Supervisory Practice Guide has occurred and will be expanded to include all supervisors by 9/30/15. | <ul style="list-style-type: none"> • Meeting with Human Resources and Training Academy has occurred. • Training curriculum and dates for full training refreshers is in progress. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|---|--|--|--|-----------------------------|
| Regular one-on-one supervision and use of performance improvement tools, including progressive discipline if warranted. | Superintendent, Assistant Superintendents, Director of Residential Care, Department Heads, Human Resources, Training Academy | <ul style="list-style-type: none"> • Supervisory staff supervision notes are reviewed by HR during investigation. • Standardization of supervisor model & ongoing supervision is being assessed to determine the best application of this model within a facility. | <ul style="list-style-type: none"> • Initial meeting with H.R. held on 8/4. • Follow up meeting to be scheduled with managers and Human Resource and Training Academy. • 2-day training for all supervisors will occur. | |
| Post orders for all unit staff | Superintendent, Assistant Superintendents, Director of Residential Care, Clinical Director, Department Heads | <ul style="list-style-type: none"> • All job classifications have current post orders. • A review of post orders to include 2nd shift clinical coverage & positioning of residential staff while on the unit will be done by 9/1/15. | <ul style="list-style-type: none"> • Yearly review of post orders will continue as a standards for ACA accreditation. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|--|--|---|-----------------------------|
| Readily-identifiable management and Central Office support to supervisors to assist with enhanced supervision. | Superintendent Assistant, Superintendents, HR Director, TA Director, Clinical Director DRC, Department Heads | <ul style="list-style-type: none"> • Enhanced supervisory training to be available following completion of initial training. • Supervisors found out of compliance during investigations or quarterly reviews will be referred based on level of non-compliance. | <ul style="list-style-type: none"> • Several staff have completed training in supervision model. • Full training and refresher training will occur. • Ongoing monitoring of supervision model and supervision standards will occur during regular supervision throughout the organizational structure. | |
| Modifications to dress code to be considered, including possibility of uniforms. | Superintendent, HR Director, Fiscal Manager | <ul style="list-style-type: none"> • Discussions regarding staff uniforms has occurred in previous years. • Labor & fiscal support prevented implementation. • Recent introduction | <ul style="list-style-type: none"> • Human Resources and Fiscal have given initial approval of uniform. • Meeting with union and developing a MOU is in progress. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|---------------------------------------|---|---|-----------------------------|
| | | <p>of uniform with labor has occurred.</p> <ul style="list-style-type: none"> • Funding is being identified. • Formal discussion with labor will occur by 10/15/15. | | |
| <p>DCF Code of Conduct (Policy 7.3) to be prominently posted in staff work space</p> | <p>Superintendent HR Director</p> | <ul style="list-style-type: none"> • Code of Conduct policy review occurs as part of New Employee Orientation. • Review of Code of Conduct occurs as needed in specific personnel case. • Training on Code of Conduct for all staff to be completed by 10/1/15 followed by posting in staff areas. | <ul style="list-style-type: none"> • Meeting with H.R. on 8/4. • Code of conduct modification in progress to address specific application within 24/7 facility. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|---|---|---|-----------------------------|
| Educational Issues | | | | |
| Document daily work assigned and completed when youth is out of class. | USD 2 Superintendent | <ul style="list-style-type: none"> • Contracted with PowerSchool Consultant 7/1/15 to customize software. • Implement 8/14/15. • Provide advanced training for education staff in PowerTeacher. • Implement by 9/18/15. | | |
| School issues shall be discussed by the principal exclusively with the school district chain of command rather than CJTS administration. | USD 2 Superintendent | Implemented | | |
| “Awaiting hearing” is not grounds for not attending school. | Assistant Superintendents, DRC, Cady School Principal | <ul style="list-style-type: none"> • Current process provides the option for supervisors to determine youth readiness for school when awaiting a hearing for behavioral issues. • New process implemented that | <ul style="list-style-type: none"> • Attendance sheet modified to reflect change in determination. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|--|--|---|-----------------------------|
| | | safety determination is made by clinical & manager. | | |
| Daily suspension and attendance reports to be sent to the Commissioner/School Superintendent. | USD 2 Superintendent | Implemented | | |
| Educational issues to be documented in youth's monthly progress reports. | Superintendent, USD 2 Superintendent | <ul style="list-style-type: none"> Implement 9/8/15 using PowerTeacher and PowerSchool parent portal. | | |
| Work with CJTS police sergeant and State's Attorney's office to reduce youth arrests at CJTS | Superintendent, Assistant Superintendents, Sergeant, State's Attorney, Legal Director | <ul style="list-style-type: none"> 10/1/15 | <ul style="list-style-type: none"> Meeting on 8/13 with DCF to discuss youth arrest reduction within congregate care. On-going. | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|---|--|--|-----------------------------|
| Ombudsman | | | | |
| Copies of grievances filed by youth and outcomes sent to Child Advocate, and attorney for youth | Ombudsman | Implemented | | |
| Ombudsman report to be provided to regional social work and juvenile justice staff so they can support their clients | Ombudsman, Regional Administrators | <ul style="list-style-type: none"> • 8/5/15 report sent to Regional Administrators who will share with their staff | | |
| Discussion with all youth at CJTS, per unit, about the grievance process | Assistant Superintendents, DRC Ombudsman | <ul style="list-style-type: none"> • Youth are informed of the ombudsman process during orientation. • Ombudsman visits units weekly to review grievances and meet youth. • By 9/4/2015 ombudsman will visit each unit to ensure youth are familiar with process. | <ul style="list-style-type: none"> • On-going | |
| Information sheet developed for youth about grievance process | Ombudsman | 9/4/2015 | | |

**CONNECTICUT JUVENILE TRAINING SCHOOL
ACTION PLAN – JULY 24, 2015**

| Action Step | Lead Staff/ Partners | Status/Target Date for Implementation | Progress | Quality Assurance / Data |
|--|---|--|---|-----------------------------|
| Schedule forums at for each level and discipline of CJTS staff to discuss Ombudsman report and recommendations | Superintendent, Managers, Ombudsman | <ul style="list-style-type: none"> • Ombudsman annual report shared with managers & recommendation discussed. • Currently scheduling ombudsman to meet with each department with CJTS to review report by 10/1/15. | <ul style="list-style-type: none"> • On-going. | |



CONNECTICUT JUVENILE TRAINING SCHOOL (CJTS) AND PUEBLO GIRLS PROGRAM

Action Plan Presentation
JJPOC
August 21, 2015



Order of Presentation:

- Clinical Services CJTS and Pueblo
 - CJTS Youth
 - Pueblo Girls Program
 - Qualitative Process
- 



CLINICAL SERVICES

CJTS and Pueblo Girls Program



Clinical Staff

- 15 Licensed Clinical Social Worker (Master level)
- 7 Licensed Clinical Psychologists (Ph.D. level)
- 3 Board Certified Child and Adolescent Psychiatrists




Purpose

- The Clinical Services Department helps to shape the environment and culture, work as a part of a multidisciplinary team and provide tools to the youth, their families and staff to:
 - reduce risk for re-offending;
 - address mental health needs; and
 - successfully reintegrate youth back to his/her family and community.




Expanded Role of the Clinician

- **Clinician will remain on site from 8:00 a.m. to 8:30 p.m. Monday through Friday and 9:00 a.m. to 5:30 p.m. Saturday and Sunday.**
 - Continued on-call coverage where a clinician comes to the facility to conduct a face to face assessment during a crises after hours 8:30 p.m. to 8:00 a.m. Monday through Friday and 5:30 p.m. to 9:00 a.m. Saturday and Sunday.
 - **Continued clinical presence during incidents of restraint. Clinician will ensure that the youth's behavioral support / intervention is being followed.**
 - Clinician assistance with verbal de-escalation when youth are emotionally dysregulated and reinforce use of Dialectical Behavioral Therapy and other supports to develop coping skills.
 - **Clinician determination of need for seclusion based upon the youth presenting as an imminent risk of harm to self or others.**
- 



Clinical Services Provided

- ▶ Services provided include individual therapy, family therapy, group therapy, psychiatric evaluation, medication management, psychological testing, and crisis and safety assessments.
 - ▶ Continued use of intake screening and assessment instruments.
 - ▶ **Identification of additional mental health assessment tools (BASC-2 and CRPT) as a part of the JJPOC initiative.**
 - ▶ Continued use of evidence based treatments to address mental health needs and juvenile delinquency needs (2003- ART, 2004- Seven Challenges, 2007 DBT, 2012- TF-CBT).
 - ▶ Identification of new evidence based models (2016 – ITM, MRT) to enable front-line staff to support behavioral health interventions for youth, including promoting the use of coping skills.
 - ▶ **Doubled coverage of psychiatrists to two full time equivalents in 2015. This allowed for a psychiatrist to be available to all youth from the time of intake to discharge. All boys will be seen by the intake unit psychiatrist during the first week and screened for any immediate psychiatric needs.**
- 



Clinical Services Provided

- ▶ **All youth receive a psychosocial assessment. Assessment will be enhanced to include three parts: psychiatric summary, psychological testing summary and psychosocial/family summary.**
- ▶ **Improving the use of clinical information develop each youth's behavioral support/intervention plan with the goal of reducing restraint. Youth will participate in the development of these plans, and front line staff will be taught on the elements of the plan.**
- ▶ Clinical information and behavior plan is presented in multidisciplinary treatment team meetings and reviewed monthly.
- ▶ Ensure that discharge and aftercare planning and implementation is timely and effective.
- ▶ Transition youth back to their communities by using evidenced based in-home, wrap-around models (MST-FIT and MDFT-RAFT).
- ▶ Improved collaboration with regional DCF staff, community-based juvenile justice service providers.



Continued Improvement in Suicide Prevention Practices – Suicide Practice Consults /Audits

- ▶ Revised our suicide prevention policy in 2004 and modified the admission screening process to include a specific suicide measure (Suicide Ideation Questionnaire).
- ▶ Site consultation in 2006 with Lindsay Hayes, suicide expert.
- ▶ **American Correctional Association (ACA) audits in 2009 and 2012 of suicide prevention training curriculum, policy and individual youth records during three day on-site audits. The ACA standard was met during both audits.**
- ▶ Another ACA audit is scheduled for fall 2015.
- ▶ **UCONN suicide expert will conduct full audits on an annual basis and partial audits quarterly.**




Continued Improvement in Suicide Prevention Practices – Suicide Curriculum / Staff Training

- ▶ Trained all staff in 2004 on suicide prevention efforts as provided by Lindsay Hayes.
- ▶ Refresher training with post-test provided to all staff in 2009 and continued to the present.
- ▶ **Began training in a new evidence-based suicide prevention curriculum (Shield of Care) in 2013, which is now being provided to all staff. New hires receive 8 hours of training and other staff receive two-hour refresher training.**



Continued Improvement in Suicide Prevention Practices – Youth Suicide Assessments

- ▶ Since 2004, all youth who make any suicidal comments, engage in self-harm or any suicidal behavior are immediately placed on direct observation and the youth is assessed by a licensed clinician or psychologist.
- ▶ A clinician is either on site or on-call 24 hours to conduct a face-to-face safety assessment.
- ▶ A licensed psychiatrist is available on call during weekends and, during weekdays, sees any youth who is on a one-to-one. The psychiatrist will come in on the weekend when indicated.
- ▶ **Clinician safety assessments will be modified to include more specific details about youth suicide intent, imminent risk and protective factors, in addition to suicide behaviors and risk management plan.**
- ▶ Clinician will meet with youth on regular intervals while on safety watches to provide treatment in addition to safety assessment.
- ▶ **Institute a teaming review to include parent, guardian, regional staff, facility treatment team for youth who have 3 or more episodes of suicidal behavior and or restraint/seclusion in a month.**




Continued Improvement in Suicide Prevention Practices – Youth Suicide Assessments

- ▶ **Clinicians will participate in suicide debriefings to ensure that care plans/behavioral support plans are followed and to determine need for modification in plans.**
- ▶ The CJTS psychiatrist and clinical team has a working relationship with the psychiatrist at the local Middlesex Hospital Emergency Department, and youth with significant psychiatric needs are treated there as well.
- ▶ **The facility also collaborates when needed with Solnit South campus and the CT Behavioral Health Partnership/Value Options to hospitalize youth under age 18 requiring a higher level of care.**
- ▶ For youth 18 years of age and older, the facility collaborates with DMHAS Young Adult Services and has a monthly meeting with DCF and DMHAS staff to discuss youth identified as eligible for DMHAS services at age 18. Assistance from DMHAS is sought for youth who require hospitalization.



Trauma Informed Culture – Staff Training / Activities

- ▶ **Trauma experienced as a result of adverse childhood experiences must be addressed in order to effectively treat and rehabilitate youth and prepare them for successful re-integration to home, school and community.**
- ▶ Development of a trauma informed culture that permeates all aspects of life at the facility is crucial.
- ▶ Trauma expert Dr. Julian Ford from UCONN presentation to all staff in May 2005 emphasized key principles and skills. Addressing trauma goals were incorporated into individual treatment plans.
- ▶ Facility participated in monthly consultation in 2010 with the JRI Trauma Center to assess our capacity to address youth trauma. A multidisciplinary group participated and developed a work plan to improve policies, staff development, services, and youth involvement.




Trauma Informed Culture – Staff Training / Activities

- ▶ In 2012, CJTS staff “trauma champions” developed activities for staff to raise awareness of the need to address youth trauma as well as staff vicarious traumatization.
- ▶ **Staff training January 2015 by Eileen Russo, LSCW Trauma trainer from Women’s Consortium to recognize their personal trauma and its impact on their work with youth.**
- ▶ **Eileen Russo is scheduled to return August 20, 2015 1:00 – 3:00.**
- ▶ All staff initial and annual training to include working with youth with trauma, psychiatric disorders and other specific learning disabilities November 2015.
- ▶ **Encourage ongoing staff discussions of trauma and better ways to manage and interact with individual youth through trainings, group and individual supervisions, case review meetings, treatment team meetings, grand rounds and other venues with designated topics available to staff.**



Trauma Informed Culture – Youth Activities

- ▶ Implementation of trauma assessment tools from 2004 to present (TESI, UCLA-PTSD, TSCC/TSI-2).
 - ▶ Continue to provide skills training in mindfulness and emotion regulation to all youth and trauma specific treatment to youth with significant trauma histories (DBT, TF-CBT).
 - ▶ Explore implementation of evidence based model into the Cady school by October 2015.
 - ▶ **Individual youth trauma triggers will be clearly identified in youth-specific behavioral support/intervention plans and reviewed in treatment teams with line staff September 2015.**
 - ▶ **Development of Comfort rooms: 4D youngest boys relaxation room opened 2014; Girls program comfort room opened in August 2015, Boys Intake unit comfort room to be opened in Sept 2015, Boys general population units to have comfort room by October 2015.**
 - ▶ **Administer the ACE (Adverse Childhood Experience) to identify trauma risk factors October 2015.**
- 



Trauma Informed Culture – Facility Consultation

- ▶ **Technical assistance to CJTS management began August 2015.**
- ▶ Global trauma informed care review of evidenced based models August through November 2015.
- ▶ **Incorporate trauma informed principles into CJTS/Pueblo training, policy and practice guide October 2015.**
- ▶ **Collaborate with DCF core team to review clinical programming and develop cohesive trauma informed model (such as ARC model) with overarching principles that encompasses current evidenced based programming (DBT, Seven Challenges, ART) November 2015.**



REDUCTION OF RESTRAINTS AND SECLUSIONS

CJTS and Pueblo Girls Program

Reduction of Restraints

- ▶ Safe Crisis Management (approved Intervention curriculum) refreshers throughout the year and annual recertification with ongoing focus on theory and de-escalation methods and strategies to avoid restraints. The curriculum focuses on theory, de-escalation, trauma and specific holds to control youth escalation or crisis.
- ▶ **Prone restraints (face down) banned 7/23/15 all staff notified.**
- ▶ Prone holds (face down) removed from Safe Crisis Management training, Side Assist continues to be utilized as an alternative. This was an added technique/hold introduced in the Spring of 2014 to prepare for elimination of prone (face down).
- ▶ More enhanced Intervention plans for youth to assist as a preventative measure when they are in crisis. Youth to be involved in this process. Plan includes triggers, medical issues, restrictions.
- ▶ Continue to minimize use of mechanical restraints except for transporting a youth across campus or off campus. Authorization currently granted by Supervisors and Police Sergeant only who are the only ones who carry restraints on person.
- ▶ **Contacting a supervisor to report to the scene as soon as it's discovered a resident is beginning to escalate. 7/29/15 all staff notified.**
- ▶ Plans to incorporate comfort rooms for all units. Rooms identified with clinical working with managers to determine specific items for the room.



Reduction of Seclusions

- **Clinician will directly engage youth while in seclusion including the seclusion room when safety permits effective 9/1/15.**
- At start of seclusion confirm and document seclusion is necessary identifying if imminent harm to self or others is evident. Enhancement of current assessment process to include clinical as the point.
- No seclusion episode longer than 4 hours, clinical to assess to determine hospitalization referral is needed in consultation with Psychiatric team.
- **Release from seclusion immediately when a clinician determines that youth is not a danger to self or others.**
- Develop better techniques in dealing with disruptive youth (Training).




Daily Post Event Debriefing – Began on 8/10/2015

- ▶ Existing process of administrative review the following day for pre-screening.
- ▶ **Multi-Disciplinary approach and inclusion daily following pre-screen – Management, Clinical, Trainer, Medical, Residential, QA, and Education.**
- ▶ Meeting includes review of paperwork, videos and discussion from various disciplines.
- ▶ **Post Event Administrative Review report - to be initiated by Assistant Superintendent with sections being completed by managerial leads for each department.**
- ▶ More enhanced Post Event Learning forum with staff involved in events.

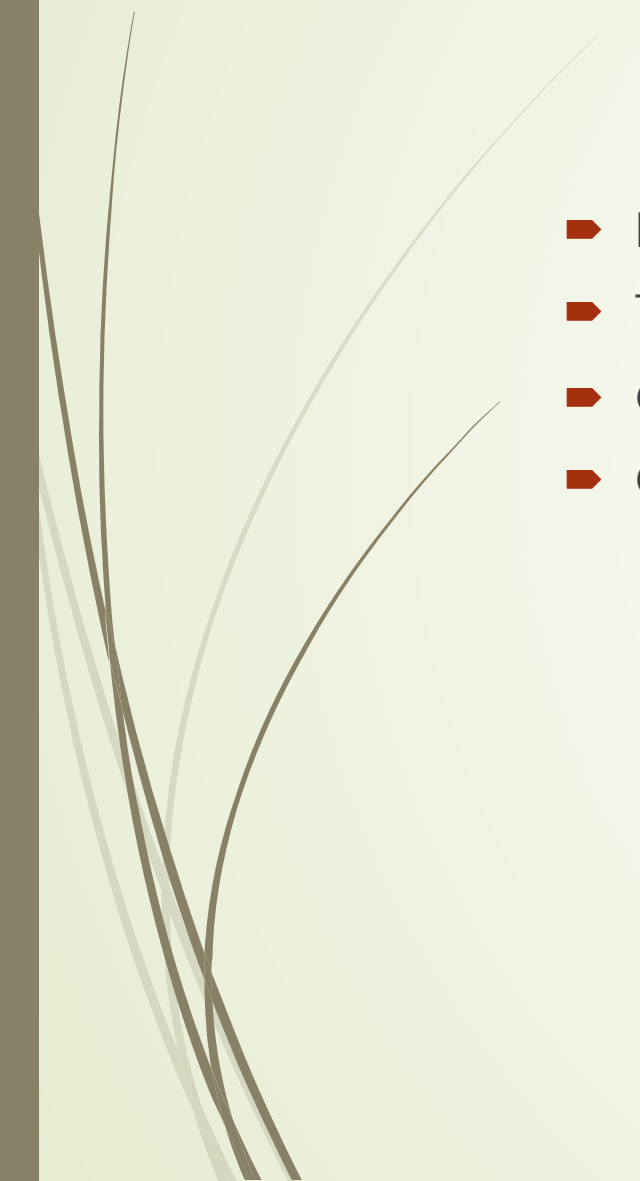


Out of Program Time

- To be modified to include more options to deal with disruptive youth including restorative justice, community service, and clinical based initiatives.
- 



Enhanced Front Line Supervision

- **Enhanced presence and rounds during every shift.**
 - Training plans in progress.
 - Ongoing and annual review of staff expectations while on shift for all staff.
 - Code of Conduct outlining expectations to staff has been disseminated.
- 



PUEBLO GIRLS PROGRAM

Opened March 19, 2015



Staff Training Prior to Opening:

- ▶ “Understanding Girls: a Trauma Informed Perspective” – Teaching staff the role of trauma in the lives of the girls we serve and how to provide effective services that address trauma.
- ▶ Safe Crisis Management: Preventing the situations that necessitate restraint and seclusion.
 - Identifying and avoiding triggers
 - Alternative interventions that do not include restraint/seclusion
 - When staff should remove themselves from a situation
 - De-escalating behaviors
 - Importance of building strong relationships as the foundation for positive staff-youth relationship
- ▶ Human Trafficking
- ▶ Behavior motivation: How to encourage positive youth behavior
- ▶ Girls Circle: Girls special strengths and challenges relating to relationships, family and self-esteem



Staff Training Prior to Opening:

- ▶ Relational Aggression: Teaching staff to identify social relations and non-verbal cues that can trigger conflict
- ▶ Suicide Prevention (“Shield of Care”)
- ▶ Dialectical Behavior Therapy: teaching youth self-coping skills to prevent crises
- ▶ Mental Health/First Aid: how staff can care for themselves in their challenging work
- ▶ Seven Challenges: substance abuse treatment
- ▶ Family Engagement: training on the assessment and intervention with conflict family systems across generations.
- ▶ Gang Training
- ▶ Team building
- ▶ Security Protocols
- ▶ Tours of Journey house, Touchstone, Washington Street Secure Residential Program, and former GRACE non-secure residential program.



Six Core Strategies to Reduce the Use of Seclusion and Restraint

- ▶ Multi-disciplinary team of staff attended a two day training December 2014.
- ▶ All staff meeting February 2015 to begin discussing new strategies and enhance current practices to reduce the use of restraints and seclusions. Meeting included staff feedback on challenges and tools needed to support front-line staff.
- ▶ Prone restraint prohibited effective 7/23/15.
- ▶ Restraint and seclusion prevention trainers (“Safe Crisis Management”) effectively teach staff on the elimination of prone restraints in our training curriculum, including alternative techniques, and emphasis on prevention.



Restraint and Seclusions Have Reduced at Pueblo

- ▶ Training and professional judgement are used when a decision is made to utilize a physical intervention. Staff consider the imminent risk (**know the behavior is about to happen**), which includes knowing the youth they're working with, youth history, previous incidents at Pueblo and other programs, youth body language, and tone of voice.
- ▶ From December 2014 through July 2015, the program used 21 physical interventions. 11 of these were standing holds lasting less than two minutes and majority were two unique youth.
- ▶ From December 2014 through July 2015, the program used seclusion (locked, unlocked, or staff remaining in a room with a youth) 20 times for six unique youth. All were for safety reasons -- not for behavior management or program compliance. No seclusion was over four hours, in compliance with national best practice standards.
- ▶ We are cross referencing the Council of Juvenile Correctional Administrators Toolkit: Reducing the Use of Isolation. We will continue to use as a guide to enhance practices already in place.
- ▶ I can provide three specific examples of recent staff repair, and use of restraint seclusion. All three were very successful and interventions were least restrictive, standing holds, staff posted inside the rooms with the girls, doors unlocked, and successful staff/peer processing.




Comfort Room



- The development of the comfort room began January 2015.
- Youth participated with clinical staff to paint, decorate and pick out items that would be beneficial for self-soothing and enhancing coping skills.
- The comfort room was completed and opened for youth on 8/12/15.
- Data is being collected based on youth feedback regarding how they felt prior to entering the comfort room and when they exit.



Out of Program Status

- ▶ The programs are increasing the use of restorative tasks and staff/youth relationship repair work instead of sanction time.
 - ▶ Community meetings are held weekly at Pueblo and youth feedback is strongly encouraged.
- 



QUALITATIVE PROCESS

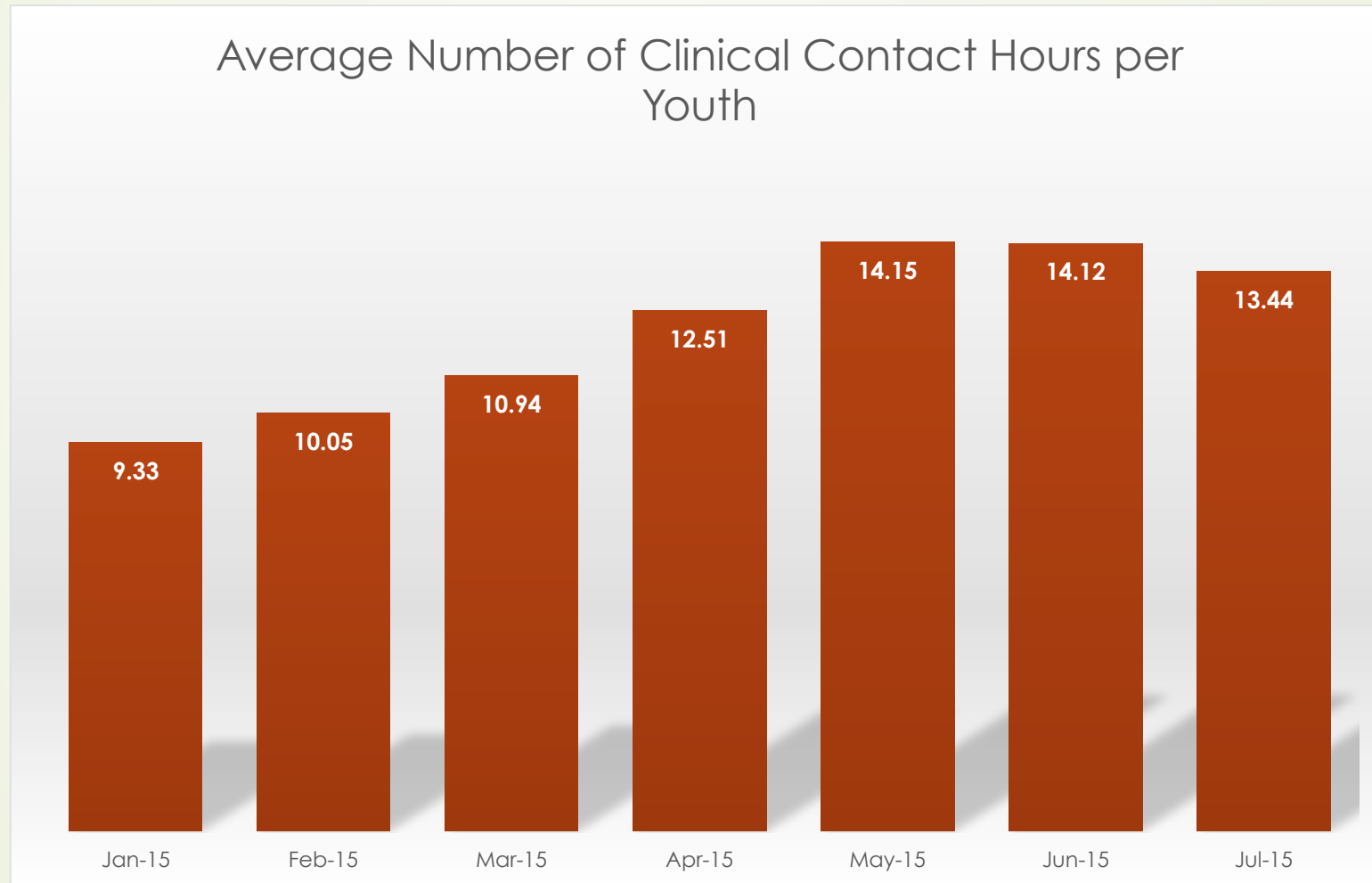


Qualitative Process



- ▶ Build, enhance qualitative capacity.
- ▶ Continued improvement in this area through collaboration with Central Office / Office of Research and Development.
- ▶ Current Qualitative Activities include:
 - Regular record and case / care plan reviews
 - Supervision activities that support quality planning and programming
 - Oversight activities
 - Data report development
 - Regular reports generated and used
 - Activities to ensure or improve data quality

Clinical Contacts



Seclusion Data

Average Hours of Seclusion

