

YOUTH SERVICES POLICY

Title: Fast Track Program Next Annual Review Date: 05/19/2018	Type: B. Classification, Sentencing and Service Functions Sub Type: 2. Classification Number: B.2.12
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References: Louisiana Children's Code Article 897.1; ACA Standards 2-CO-1A-24 (Administration of Correctional Agencies), 4-JCF-3A-22, 4-JCF-3A-23 and 4-JCF-3A-24 (Performance-Based Standards for Juvenile Correctional Facilities); YS Policy Nos. A.1.1 "Policy and Correspondence Distribution", A.2.24 "Staff Development and Training Plan", B.2.2 "Youth Classification System and Treatment Procedures", B.2.16 "Secure Care Intake and Assessment of Youth Who Demonstrate Sexual Behavior Problems", B.2.7 "LAMOD Program and Youth Stage Procedures", B.2.8 "Behavior Management Unit (BMU)", and B.2.19 "Programs and Evidence-Based Practice"	
STATUS: Approved	
Approved By: <i>James Bueche, Ph.D., Deputy Secretary</i>	Date of Approval: 05/19/2017

I. AUTHORITY:

Deputy Secretary of Youth Services (YS) as contained in La. R.S. 36:405. Deviation from this policy must be approved by the Deputy Secretary.

II. PURPOSE:

To state the broad rules and other considerations that shall govern admission to, removal from, and extension of youth in the Fast Track Program located at the YS secure care facilities.

III. APPLICABILITY:

Deputy Secretary, Assistant Secretary, Chief of Operations, Deputy Assistant Secretary, Director of Treatment and Rehabilitation, General Counsel, Regional Directors, Facility Directors, Facility Treatment Directors, Regional Managers, and the Contracted Health Care Provider (CHP).

Unit Heads are responsible for ensuring the procedures outlined in this policy are adhered to.

IV. DEFINITIONS:

Behavior and Accommodations Binder (BAB) – A binder containing Unified Behavior Plan (UBP) for Youth with Special Needs. The BAB shall contain these two documents for youth residing in a particular housing area, and shall be maintained in a locked area readily accessible to staff at all times. Staff shall be advised of the location, content and purpose of the binder as it relates to this policy, and shall review the BAB at the beginning of every tour of duty.

Behavior Management Binder – A binder containing all of the youth’s daily point sheets and also his weekly point sheet review form.

Behavior Management System (BMS) - The Fast Track Behavior Management System is a multi-level system that is designed to increase desired behaviors through the use of positive reinforcements, and decrease unwanted behaviors through of appropriate sanctions. The system is designed around the principles of effective interventions and follows best practice guidelines of effective reinforcement and punishment of behavior.

Behavior Management Unit (BMU) - A unit for the placement of youth during a period of temporary removal from their assigned housing unit or program location when the continued presence of the youth poses a threat to himself, other youth, or staff, or when his actions/behaviors are disruptive and/or destabilizing to the continuation of regular programming.

Correctional Program Checklist (CPC) – An evidence-based tool developed to assess correctional intervention programs. The CPC is used to ascertain how closely correctional programs meet the known “Principles of Effective Intervention”.

Custody Level - An assignment to one of three designations, (i.e. Low, Moderate, High), that relates to the youth's eligibility for, but not necessarily limited to, housing assignment, work assignment, furlough/recreation, early release recommendation and movement within the perimeter of a secure care facility.

Due Process Hearing - The process allowed a youth when transferred from custody non-secure delinquent to custody secure delinquent without the benefit of a court hearing.

Facility Director - Administrator appointed by the Deputy Secretary to be responsible for the operations of a YS secure care facility.

Group Leader - The supervisor responsible for the management of the entire team in a specific housing unit.

Individualized Intervention Plan (IIP) – An *initial IIP* shall be developed within 48 hours of a youth’s arrival to the intake unit at a secure care facility. The *initial IIP* specifies problem areas already identified by the initial or latest SAVRY reassessment conducted by CBS. The goals, objectives, and the methods used to attain them while the youth is in secure care shall be updated during intake, including the role of the youth and staff. Development of this plan is accomplished through review of the youth’s SAVRY, the youth’s record, and is a collaborative effort between the intake Case Manager and the youth.

The *formal IIP* is further developed by the assigned Case Manager within seven (7) working days of receipt of the contracted health care provider's Psychological Evaluation. The treatment needs are prioritized based upon a review of the youth's SAVRY dynamic risk factors rated "High", and in some cases "Moderate", the youth's record, and any additional recommendations made by the Psychological Evaluation. The *formal IIP* is modified throughout the youth's stay as need areas are identified, partly based on the dynamic SAVRY risk/need factors. The *formal IIP* also identifies follow-up services needed by the youth upon release to facilitate a successful transition and reintegration back into the community. The plan is coordinated with CBS and shall be used when completing the aftercare plan.

Phase System - A (3) phase system through which program participants must advance in order to complete the program. The FAST Track program is comprised of the following phases:

1. Orientation Phase
2. Treatment Phase
3. Transformation Phase

Louisiana Children's Code Article 897.1 - The law which requires that youth who are adjudicated delinquent for any of the six most serious violent crimes (first degree murder, second degree murder, aggravated rape, aggravated kidnapping, and armed robbery) must remain in a secure environment until the disposition ends. Except for armed robbery, disposition rendered under provisions of the Article must extend until the 21st birthday.

Thinking for a Change (T4C) - A standardized evidence based curriculum that encompasses three components presented to the youth using standard procedures for cognitive behavioral interventions. The three (3) components of T4C are: (1) Cognitive Self Change, (2) Social Skills, and (3) Problem Solving Skills. Thinking for a Change is the core group of the Fast Track Program.

Unified Behavior Plan (UBP) - A plan to address the specific needs of youth with Individualized Developmental Disabilities (IDD). It provides staff with information on specific needs the youth may have and gives suggestions on how to accommodate those needs. Youth diagnosed with Mental Retardation must have functional adaptive behavior which overrides intellectual deficits to be eligible for Fast Track.

V. POLICY:

It is the Deputy Secretary's policy that qualifying youth shall be given the opportunity to complete the secure care treatment process in an accelerated manner.

Youth who successfully complete the Fast Track Program, in accordance with the attached "Fast Track Treatment Manual", shall receive a recommendation for release from secure care and reintegration into the community.

The goal of the Fast Track program is to identify the individual risk factors that are highly correlated with criminal behaviors in program participants and replace them with prosocial alternatives.

VI. GENERAL

Suggested revisions to this policy or the Fast Track Program description shall be submitted for discussion to the Regional Directors, the Director of Treatment and Rehabilitation, and the Chief of Operations for review.

Revisions shall be submitted pursuant to YS Policy No. A.1.1(c).

VII. PROCEDURES:

An initial IIP shall be completed and entered into JETS prior to a Fast Track Program admission.

- A. Within seven (7) working days of admission, and prior to program completion, the multidisciplinary treatment team shall review and update the Individualized Intervention Plan (IIP). Other multidisciplinary treatment team staffings may be held as needed to address problems, extensions beyond 120 days, and removal.
- B. All documentation shall be entered into JETS within seven (7) working days. Hard copy signature pages shall be filed in the youth's Master Record under Clip II.
- C. Mandatory Admission Criteria
 - 1. Has a recommendation from the court for participation in the Fast Track Program.
 - 2. Has no previous secure custody commitments.
 - 3. Has a "Moderate" or "High" summary risk rating on the most recent SAVRY.
 - 4. Has a minimum of 120 days remaining on disposition upon FAST Track admission.
 - 5. Is functionally stable (a youth who is not aggressive, not a threat to the safety of the unit, and is not experiencing active psychosis at the time of admission).
 - 6. Is medically stable.
 - 7. Has a Full Scale IQ of at least 70, unless functional adaptive behavior overrides intellectual deficits.
- D. Exclusionary Criteria
 - 1. Intensive sexual behavior problem(s) (treatment required).

2. Dorm-based substance abuse treatment required.
3. Adjudicated under Louisiana Children's Code Article 897.1.
4. Has a current active detainer at intake.
5. Pending juvenile or adult charges at intake.
6. Deemed, through assessment, to be inappropriate for the program.

E. Removal Criteria

1. Physical assault on staff or another youth with malicious intent to harm.
2. Possession of contraband that is a serious threat to youth or staff safety (i.e., knife, fashioned weapon, drugs, etc.).
3. Escape or attempted escape.
4. Commission of a misdemeanor or felony grade offense while in the program.
5. Failure to participate in the program after all attempts to engage the youth have been made.
6. In excess of 120 program days in the program without program completion, excluding youth who have received an extension for treatment purposes. (Program days do not include days spent outside the program i.e. BMU, Infirmary, protective care, etc.)
7. Request by the youth for removal from the program that has been approved by the parent/guardian and multidisciplinary treatment team.

When a youth is being considered for removal, the multidisciplinary treatment team shall meet to review the removal criteria. If the multidisciplinary team determines that a youth meets one or more of the removal criteria, the youth shall be removed from the program.

Fast Track Program participants have the right to Due Process and may appeal removal from the Fast Track Program by completing the "Notice of Transfer" form provided by the Program Manager/Case Manager.

The Case Manager shall forward the youth's appeal of removal to the Facility Director/designee upon receipt. The Facility Director/designee shall approve or deny the appeal within 48 hours.

If approval of the recommendation for removal is granted, the Case Manager shall send written notification to the court, the youth's attorney of record, the youth's parent/guardian, and the originating Regional Office. A copy of the letter shall be placed in the Master Record, under Clip VIII.

F. Program Extension

When a youth is not making progress due to lack of motivation or behavior problems, and cannot complete the program within 120 days, the multidisciplinary treatment team may grant a program extension of no more than 30 days to allow the youth to complete the program. If the youth has not completed the program by the end of the extension period, the youth shall be removed from the program.

The assigned PPO/J shall notify the court of any program extension.

G. Completion Criteria

Program completion shall be defined as completion of the Transformation Phase (Phase III) of the Fast Track Program which includes:

1. Completion of the Thinking for a Change curriculum;
2. Active participation in skill streaming and advanced practice groups;
3. Active participation in individual counseling sessions;
4. Active participation in weekly mentoring sessions with the Group Leader or JJS staff;
5. Regular school attendance and appropriate behavior while in school;
6. Progress toward meeting IIP goals and objectives;
7. Active participation in reintegration planning; and
8. Meet Transformation Phase behavior management system goal.

H. Successful Completion Without Court Release

When a youth successfully completes the Fast Track program and the court denies a Modification of Disposition for release from secure care the multidisciplinary treatment team shall convene to determine the most appropriate course of continued treatment. The team shall consider placement in a different secure setting, or placement in a non-secure residential facility.

An IIP "Summary of Staffing" form shall be completed in JETS within seven working (7) days to document the multidisciplinary treatment team staffing, including efforts made to place the youth in the most appropriate environment.

IX. ACCESSIBILITY:

- A.** Youth assigned to the Fast Track Program shall have access to services available to other secure care youth, including but not limited to:

1. Medical;
2. Counseling;
3. Recreation;
4. Religious Services;
5. Educational;
6. Barber Services;
7. Mental Health;
8. Visitation;
9. Legal Services;
10. Access to Courts; and
11. Telecommunications.

X. SPECIAL ACCOMMODATIONS:

Any specific accommodations a youth in the program may require due to special needs, such as diagnosis of mental health or medical concern requiring specific medication for treatment, shall be listed in the Behavior and Accommodations Binder (BAB) in the youth's assigned housing unit.

The BAB shall direct staff to adhere to the youth's needs. The accommodations may include a Unified Behavior Plan (UBP), developed by the CHP and YS staff in a multidisciplinary treatment team staffing for youth diagnosed with IDD, which specifically lists needs and suggested staff interventions.

XI. PROCEDURES FOR REINTEGRATION:

- A. Upon successful completion of the Fast Track program, the youth shall be reassigned to the least restrictive setting available (preferably the family/home environment).
- B. Youth who are reassigned to parole supervision following completion of the Fast Track program shall be referred to community services in accordance with the IIP.

XII. STAFF DEVELOPMENT

- A. All secure care facility staff, including Fast Track staff, shall attend five (5) weeks of pre-service training. Following pre-service, new Juvenile Justice Specialist (JJS) staff shall also receive 80 hours of on the job training (OJT) in their assigned housing units during their assigned shift, pursuant to YS Policy No. A.2.24.
- B. Newly hired staff who are to be assigned to Fast Track shall receive the initial two (2) day Core Correctional Practices (CCP) training following the five (5) week pre-service training required. The training shall be facilitated by the trained CCP instructors, and shall consist of the eight (8) Core Correctional Practices:

1. Effective Reinforcement;
 2. Effective Disapproval;
 3. Effective Use of Authority;
 4. Quality Interpersonal Relationships;
 5. Cognitive Restructuring;
 6. Anti-Criminal Modeling;
 7. Structured Learning/Skill Building; and
 8. Problem Solving Techniques.
- C. Training shall be hands-on and emphasize role playing and practicing the eight (8) Core Correctional Practices. Once staff is placed in a housing unit and able to work with the youth and apply what they have learned, a set of tools shall be used to monitor staff performance and ensure adequate coaching and support, as well as on the job training (OJT) is being provided.
- D. CCP Trainers shall provide a CCP Manual to trainees in order for the materials furnished by the University of Cincinnati Corrections Institute (UCCI) to be utilized throughout the training.
- E. Designated staff shall receive training from a certified trainer in T4C curriculums. Only trained staff shall be allowed to conduct T4C in the Fast Track Program.
- F. All Fast Track Program staff shall attend thirty (30) hours of in-service training annually. This training shall focus on topics that help the staff better understand, redirect and respond to the youth to help them learn pro-social behavior and replace their antisocial behaviors. The training in-service hours shall include the following which may be inclusive of the OJJ required in-service training:
1. Ethics (1 hour);
 2. Cultural Diversity (1 hour);
 3. Safe Crisis Management theory (3 hours);
 4. LAMOD (4.0 hours);
 5. Mental Health;
 6. Moving the Margins; and
 7. Motivational Interviewing (7.5 hours).
- G. CCP trainers shall also facilitate Training in Place (TIP) refresher courses during the weekly Team Meetings for a total of 13.5 hours of CCP TIP training.

The length of each CCP TIP training shall be twenty (20) minutes during every weekly Team Meeting and shall include the topics of the eight (8) Core Correctional Practices. Each of the eight (8) practices shall be covered in three (3) consecutive weekly Team Meetings. Once all eight (8) practices are covered, the CCP TIP training shall start over. However, based on the staff request and the Group Leader's recommendations, the eight (8) CCP practices may be covered in a different order.

- H. Further, the Quality Assurance (QA) Coordinator shall provide coaching/ongoing training, and feedback to the Group Leader and the staff, based on their needs while monitoring the housing units as a part of the monitoring cycle, which shall consist of one (1) week with each housing unit during every monitoring cycle.
- I. The staff shall sign a Training Roster to document all staff training conducted as part of the agency training transcript. The 11 p.m. to 7 a.m. shift staff shall receive less than the thirty (30) hours of annual in-service training due to their required attendance at only one (1) weekly Team Meeting per month.
- J. The Regional Manager/designee shall be responsible for ongoing staff development of the non-secure FAST Track responsibilities stated in this policy.

XIII. QUALITY ASSURANCE:

A. Facility Responsibility

- 1. The QA Coordinator and designated supervisors shall spend one (1) week per monitoring cycle in each housing unit, including the Fast Track Program, using the forms and protocol for group and unit observation in accordance with the "Fast Track Quality Assurance Manual".

Feedback shall also be provided during the weekly Team Meeting and coaching shall be provided as needed.

- 3. Data collected shall be shared with the Group Leader and housing unit's management team. The collected data shall also be shared by the QA Coordinator with the assessment committee, which consists of the Facility Director or Deputy Director of Treatment, the Treatment Director, and the Group Leader assigned to the Fast

Track Program housing unit during the assessment meeting, with a copy forwarded to the Director of Treatment and Rehabilitation.

- 4. Corrective actions in the form of an action plan shall be requested from the Group Leader with a deadline of two (2) weeks from the data collection meeting.
- 5. When the QA Coordinator returns to monitor the Fast Track Program, any deficiencies noted that were addressed in the action plan shall be reviewed to ensure they have been corrected.
- 6. Supervisors on the assessment team shall meet with their subordinates working in the Fast Track Program units, and address their needs to help develop them to improve and mitigate any deficiencies.

B. Central Office Responsibilities

1. Continuous Quality Improvement Services (CQIS) Program Specialists shall conduct periodic evaluations of the Fast Track Program utilizing the Corrections Program Checklist (CPC). CPC evaluations shall be conducted in accordance with YS Policy B.2.19 "Programs and Evidence Based Practices".
2. The Director of Treatment and Rehabilitation shall meet regularly with Fast Track Program staff to discuss and resolve QA issues. Changes to policy and procedure shall be approved by Director of Treatment and Rehabilitation prior to implementation during the Pilot phase.
3. Following completion of the pilot phase, changes to the Fast Track Program shall be approved by the Director of Rehabilitation and Treatment.

Previous Regulation/Policy Number: B.2.12

Previous Effective Date: 05/09/2016

Attachments/References: Fast Track Treatment Manual