

DENNIS DAUGAARD  
GOVERNOR

DENNY KAEMINGK  
DOC SECRETARY



## SOUTH DAKOTA DEPARTMENT OF CORRECTIONS



### PERFORMANCE BASED STANDARDS (PBS) REPORT

**January 2012**

Data from October 2010 and April 2011 collections

**DOUG HERRMANN**  
DIRECTOR OF JUVENILE SERVICES

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January 10, 2012

To: South Dakota State Legislature

From: Doug Herrmann  
SD Department of Corrections

RE: Annual report as required by Executive Order 2012-01 signed by Governor Dennis Daugaard.

This annual report was first required under Governor Michael Rounds and his Executive Order 2003-01 dated January 14, 2003. This report is now required under the new Executive Order 2012-01 signed by Governor Dennis Daugaard on January 6, 2012. This report demonstrates our continued participation in the Performance-based Standards (*PbS*) Project as administered by the Council of Juvenile Correctional Administrators. This report includes the two latest data collections that occurred in the months of October 2010 and April 2011. The Department of Corrections juvenile division continues to utilize the *PbS* project to ensure quality care in its facilities as it pertains to conditions of confinement and as it relates to reintegration standards for youth transitioning back to the community.

OJJDP's Performance-based Standards for Youth Correction and Detention Facilities was one of five recipients of the 2004 Innovations in American Government Award from the Ash Institute for Democratic Governance and Innovation at Harvard University and the Council for Excellence in Government. The South Dakota Department of Corrections juvenile division was used as an example of implementing the *PbS* principles for this award.

This report provides jurisdiction graphs with each STAR Academy programs performance as it relates to the outcome measures of the *PbS* project. The jurisdiction graph also indicates STAR Academy program performance comparison and how it compares to other facilities nationwide that participate in the project.

With Governor Daugaards' commitment and Secretary Kaemingk's support, the SD Department of Corrections Juvenile Division continues to be a leader in the nation for juvenile correctional care and this report is a reflection of our data quality and high standards.

STATE OF SOUTH DAKOTA  
OFFICE OF THE GOVERNOR  
EXECUTIVE ORDER 2012-01

**WHEREAS**, In March of 2001, the South Dakota Department of Corrections initiated participation in a nationally recognized program called Performance Based Standards; and,

**WHEREAS**, The system of Performance Based Standards provides an effective and efficient process of program evaluation designed to improve conditions of confinement in juvenile correctional facilities; and,

**WHEREAS**, It has been documented that the Council of Juvenile Correctional Administrators commends the exemplary progress by the South Dakota Department of Corrections within the Performance Based Standards project over the past decade; and,

**WHEREAS**, It is important that the results of such evaluations be made known to the legislature and public:

**IT IS, THEREFORE, BY EXECUTIVE ORDER**, Ordered that the South Dakota Department of Corrections shall maintain active participation in the Performance Based Standards Program sponsored by the Council of Juvenile Correctional Administrators, or some other nationally recognized program of quality control for the department's juvenile corrections facilities in compliance with the following sections of this order.

**GENERAL PROVISIONS**

Section 1. The Department of Corrections shall maintain active participation in the Performance Based Standards Program sponsored by the Council of Juvenile Correctional Administrators or some other nationally recognized program of quality control.

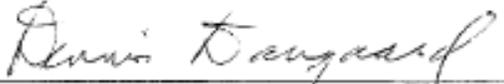
Section 2. The program shall be utilized at all juvenile corrections facilities operated by the Department of Corrections.

Section 3. The Department of Corrections shall report, not less than annually, to the legislature regarding its participation and the results of its evaluation.

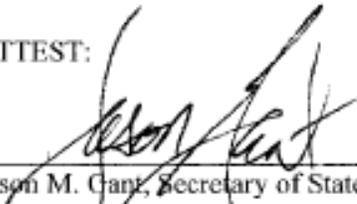
Section 4. This Executive Order shall be in full force and effect immediately.

Dated in Pierre, South Dakota, this Sixth Day of January, 2012.



  
Dennis Daugaard, Governor of South Dakota

ATTEST:

  
Jason M. Cant, Secretary of State

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# Executive Summary



## 1 Executive Summary

The Office of Juvenile Justice and Delinquency Prevention funds the *PbS* project. The Council of Juvenile Correctional Administrators [CJCA] was awarded a competitive grant to implement *PbS*. *PbS* is working to improve the conditions of confinement in youth correction and detention facilities through the development and implementation of outcome measures. The Ash Institute for Democratic Governance and Innovation announced that the Council of Juvenile Correctional Administrators' (CJCA) Performance-based Standards (*PbS*) project was the winner of the Innovations in American Government Awards competition in 2004. The Innovations in American Government program is part of a larger effort of Harvard University's John F. Kennedy School of Government, in partnership with the Council of Excellence in Government. The goal of Innovations is to communicate information to the public about government effectiveness. Taken collectively, recognized Innovations Programs demonstrate that government can work and that it deserves greater public trust. The Innovations Program also seeks to improve government performance by identifying federal, state and local programs worthy of replication. The Ford Foundation is a founding partner of the program, having provided resources for activities beginning in 1986.

Furthermore, CJCA has credited the State of South Dakota as being one of the top five states to assist in the success of the *PbS* Project. The SD Department of Corrections, at CJCA's request, has provided consultation and continues to be a mentor to other states that are implementing *PbS*. CJCA commented, "Through the efforts of our many dedicated participants, *PbS* has become the energizing force for continuous improvement of juvenile justice that it is today.

### 1.1 Main Goals

The Main Goals of the Project are to:

- Develop a set of standards that individual facilities should strive to meet.
- Create tools to help facilities attain these goals through regular self-assessment and self-improvement.
- Allow facilities to evaluate their performance over time and in comparison to other facilities nationwide.
- Promote effective practices and help facilities support each other.

The South Dakota Department of Corrections was accepted into the Performance-based Standards Project in April 2001 with four sites participating. In October 2002, South Dakota added two girls programs for *PbS* participation: QUEST and ExCEL. Up until January 2007, South Dakota had six facilities at the State Treatment and Rehabilitation Academy [STAR] near Custer participating in the *PbS* project. Due to organizational changes and restructuring, STAR Academy closed the Living Center male program leaving the other five facilities continuing with the *PbS* project. In regards to reintegration standards we have community-based juvenile corrections agents integrated into the *PbS* project. In January 2011 STAR Admissions was restructured and youth are now directly admitted into a program leaving the three facilities listed below continuing with the *PbS* project.

### 1.2 STAR Facilities

Current Star Facilities include:

- Patrick Brady Academy (BA) for males, located in Custer.
- Youth Challenge Center (YCC) for males, located in Custer.
- STAR East Campus (EC) for females, located in Custer.

### 1.3 Project Staff

There are numerous staff who contribute to the success of the *PbS* project in our state. The *PbS* project consists of a State Coordinator / Quality Assurance Specialist, three Site Coordinators, and three coordinator backups. Each STAR Academy program has a designated *PbS* Site Coordinator who oversees the project by coordinating and conducting data collections for each cycle. The Site Coordinator ensures the validity and quality of the data, ensures compliance with *PbS* privacy certificate and policy, analyzes and reviews the results of the data collections, and presents site report findings. The aforementioned *PbS* staff are together responsible for the following:

- Facilitating communications among all *PbS* staff and meeting with the *PbS* team;
- Coordinating and assisting in conducting data collections/ensuring the validity and quality of data;
- Adhering to project definitions;
- Reviewing site report findings and coordinating the analysis of the findings to team members, management and agency directors;
- Developing the Facility Improvement Plans (FIP) while ensuring incorporation of the FIP into each facility plans, the State's juvenile division budget, and the facility's daily operations;
- Maintaining regular review of the FIP's on line and entering progress updates; and
- Participating in all required training, as well as conduct training for new members of the facility *PbS* team.

Staff of the *PbS* project are:

Doug Herrmann – Director of Juvenile Services  
 Tonya Wright-Cook –Quality Assurance Specialist, SD *PbS* State Coordinator  
 Nancy Harper– Site Coordinator for Youth Challenge Center  
 Cinda Jones – Site Coordinator for Brady Academy  
 Brenda Kirsch- Site Coordinator for STAR East Campus  
 Kristi Bunkers –Director of Community Corrections and Classification  
 Larry Hudlemeyer– West River Corrections Specialist  
 Kim Tvedt –East River Corrections Specialist  
 Steve Polchow – East River Juvenile Corrections Agent Supervisor  
 Jason Gillaspie– West River Juvenile Corrections Agent Supervisor  
 Amy Lein– South East Juvenile Corrections Agent Supervisor  
 Lisa Whitley – Juvenile Corrections Agent  
 Scott Prenger- Corrections Specialist  
 Linda Pierson- Senior Secretary  
 Kim Edson-Data Systems Manager

In addition to the aforementioned *PbS* staff, we also have a *PbS* Coach who provides guidance with data collections, assists with problem solving, and participates in the final review of the site reports and the development of the Facility Improvement Plan. Our *PbS* Coach maintains regular contact with *PbS* staff, monitors the progress of our *PbS* project, and provides feedback on our facility improvements. Each site also has a *PbS* team that meets with the *PbS* Coach, *PbS* State Coordinator/ Quality Assurance Specialist and Site Coordinator to review the results of the Outcome Measures (OM). Once the OM's are reviewed, the team helps determine what OM's need improvement and then begin working on goals, timelines, tasks, and person's responsible for completing the tasks, which make up the Facility Improvement Plan.

#### 1.4 Project Overview

The outcome measures in *PbS* help move agencies beyond merely reviewing paper policies toward measuring results. Each STAR Academy program is able to independently assess how well it functions, what practices contribute to success and what may be missing that would improve performance. *PbS* addresses the specific mission of STAR Academy's programs, which is "to provide a safe and secure environment for staff and juvenile offenders (or delinquents), provide the opportunity for positive change for incarcerated youth, and to protect society".

In April and October of each year, Site Coordinators at each program are responsible for gathering data and assuring it is accurately entered into the *PbS* web-site. This includes:

- An administrative report that assesses daily population and human resource data such as staff misconduct.
- File reviews of all juveniles who were released to aftercare during the data collection period.
- Direct interviews with 30 juveniles and 30 direct care staff from each facility. These individuals are randomly selected from a list of all juveniles and direct care staff currently at each facility.
- Review of all incident reports that occur in all participating facilities during the month of data collection.
- Collection of reintegration information provided by each juvenile's JCA (Juvenile Correction Agent).

During our first year of participation, the *PbS* team from South Dakota attended training in Boston and additional training a year later in Phoenix to gain a complete and thorough understanding of the *PbS* project. In addition, CJCA sent an Implementation Director from Massachusetts to STAR Academy to review our data collection process, and to provide hands-on training to the two new STAR programs that began implementing *PbS*. The Implementation Director also provided 'refresher' training for those programs already involved in the project. Later on, CJCA sent Project Consultants from Michigan and Illinois to STAR Academy to audit the data results that were submitted and to ensure that the information STAR provided was valid and reliable.

#### 2003 Highlights

In March of 2003, CJCA sent a written commendation to South Dakota's Director of Juvenile Services. This letter complimented South Dakota's six programs that participate in *PbS*, and complimented the *PbS* staff who works to meet *PbS* timelines and requirements of the project. A copy of this letter was provided in the January 2003 *PbS* Public Report.

In November of 2003, the STAR Academy underwent a detailed Data Quality Certification Review, which was performed by the CJCA *PbS* Project Manager and Consultant. Due to the high standards of the *PbS* project, STAR Academy was one of three sites chosen for this review. The purpose of the review was to help CJCA/*PbS* identify which facilities have the highest probability of successfully meeting data collection and compliance with project methodology, thus resulting in improving the conditions of confinement. South Dakota's review results confirmed that South Dakota is implementing *PbS* at a more effective level than any other site in the nation, and is now a model state for the *PbS* Project.

In December 2003, STAR Academy *PbS* Site Coordinators and State Coordinator began to participate in monthly Distant Learning Conference Calls with *PbS*. CJCA regionalized the monthly *PbS* Distance Learning Calls placing South Dakota in the Mid-West Region along with Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, and Wisconsin.

#### 2004 Highlights

In May 2004, STAR Academy *PbS* staff teamed up with the State *PbS* Coordinator from the North Dakota Youth Correction's Center at the CJCA Mid-West Region Conference hosted by STAR Academy. They presented an overview from both states on the *PbS*'s Data Quality Certification.

In September 2004, former South Dakota State *PbS* Coordinator, Jodi Kirschenman, assisted CJCA with the initial *PbS* training in Alaska and served as the primary consultant for that state's implementation of *PbS*.

### 2005 Highlights

In January 2005, two representatives from the Arkansas Division of Youth Services visited STAR Academy to conduct a feasibility study on the benefits of the Performance-based Standards process for their juvenile programs. CJCA had indicated that they utilize South Dakota as the first jurisdiction for other states/sites to witness and learn about PbS implementation.

In June 2005 PbS published their first issue of the Performance-based Standards (PbS) E-Newsletter, a quarterly electronic periodical for PbS participants. It includes regular news about PbS developments and events and will feature individual facility and/or agency successes. South Dakota was featured in the December 2005 issue and highlighted on their continual success and growth with the PbS process as well as collaborating with other state facilities. To date, South Dakota STAR Academy has been published in six of the PbS newsletters.

In August 2005, Hawaii's Executive Director for the Office of Youth Services and PbS State Coordinator toured STAR Academy. Also in August 2005, South Carolina Department of Juvenile Justice sent six team members to South Dakota to spend two days with STAR Academy program staff. South Carolina has been involved with PbS since October 2002. These site visits allowed STAR Academy to share information on how their programs active and on-going involvement in the Performance Based Standards Process has been successful.

### 2006 Highlights

In February 2006, three researchers from the Colorado Division of Criminal Justice visited STAR Academy. PbS Project Manager, Bob Dugan, recommended that they tour and interview STAR Academy to help document promising practices in prevention, investigation or responses to inmate sexual assault. STAR Academy uses Performance-Based Standards data to manage programs, and promote safety. STAR Academy will be featured in an upcoming bulletin called Building Blocks for Institutional Safety. As of December 2008, this project is still pending.

In May 2006, Tonya Wright-Cook, Quality Assurance Specialist at STAR Academy, is one of six representatives named to a national board for the Performance based Standards (PbS) Learning Institute. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future. This invitation to serve on the board is a reflection of STAR Academy's outstanding contribution to the PbS process and once again demonstrates that SD continues to be a leader in the field of juvenile corrections and PbS.

In September 2006, South Dakota State PbS Coordinator, Tonya Wright-Cook, provided a session at the PbS State Coordinators Training Conference in Boston. The focus of the presentation was how South Dakota has been able to assimilate PbS into their respective jurisdiction in such a manner that PbS has become a process and not an event.

STAR Academy hosted the Western States Conference in September 2006. PbS Project Manager, Bob Dugan, collaborated with STAR Academy and presented at the conference for all attending states, all of who were PbS participants. This conference has traditionally been held annually since the 1950's in rotating state facility locations among 20 western states.

### 2007 Highlights

In August of 2007 STAR Academy corrections facilities were recently honored for their work in monitoring and improving their programs. State Treatment and Rehabilitation (STAR) Academy staff received the Barbara Allen- Hagen award from the Performance based Standards (PbS) project during a ceremony in Kansas City. "STAR Academy has distinguished itself as a model for other juvenile programs to replicate," said Secretary of Corrections, Tim Reisch. "I am very proud of the way our staff has utilized the Performance Based Standards program to strive for excellence. The Youth Challenge Center program was given the award based on its focus on safety issues and integration of PbS into daily management operations. "The team at STAR Academy is to be commended for winning this prestigious award and they have solidified their leadership within the field of juvenile corrections," said Doug Herrmann, Director of Juvenile Services.

In November 2007 SD State PbS Coordinator, Tonya Wright-Cook attend an annual PbS State Coordinator training in Providence, Rhode Island where she presented on how STAR Academy has made PbS a process. STAR Academy and juvenile community corrections have integrated PbS into an ongoing organizational process for the division rather than a one time event. A PbS update and refresher training was provided in the fall to the SD Community Corrections Agents.

STAR Academy Admissions PbS data will now be compared to other admissions, intake and detention centers nation wide. All data previous to April 2008 data collection was compared to other correctional facilities. Data for April 2008 is compared to intake, assessment and detention centers only.

**2008 Highlights**

In May 2008, SD Juvenile Division Leadership Team, were presented with a PbS refresher training, including updates and features that the PbS project is now offering.

In July 2008 SD STAR Academy welcomed our PbS Coach, John Platte. John audited STAR Academy's PbS processes, talked with staff and youth, and conducted a detailed performance profile with each of our participating sites. Our Coach's visit concluded with a formal exit briefing with STAR Academy Senior Staff.

In August 2008, SD State PbS Coordinator, Tonya Wright-Cook, attended the annual PbS Learning Institute board meeting, in New Orleans, LA where she is one of six representatives. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

In September 2008, SD State PbS Coordinator, Tonya Wright-Cook attend an annual PbS State Coordinator training in Providence, RI. The focus of the presentation was how South Dakota has been able to assimilate PbS communications at all levels.

**2009 Highlights**

In February 2009 a Microsoft Office Live Meeting web conferencing on PbS was presented to the SD Secretary of Corrections and to the SD Director of Juvenile Corrections. Each facility administrator was given the opportunity to present their most current PbS program data, program summary report information and facility improvement plan updates. This tool was a great way to have all interested parties involved and share the most current information as it relates to the PbS project both from a jurisdictional standpoint as well as from an individual program perspective.

February 2009, Tonya Wright-Cook, SD State PbS Coordinator, hosted a PbS Recognition and Awards Banquet. She recognized essential people that are involved in the day to day, monthly and behind the scenes PbS data collection process. A brief history of South Dakota's PbS progress over the last 8 years was reflected along with many highlights. SD Juvenile Division Director, Doug Hermann and Tonya Wright-Cook presented the follow awards and honors ; Program Achievement Awards: Admissions, EXCEL, Brady Academy, Youth Challenge Center, and QUEST. Individual Awards: The Persistence Award, the Courage Award, the Excellence Award, the Challenge Award, and the Attitude Award. 7 Unsung Hero Awards. Honorable Mention Awards: Veteran Site Coordinators, Behind the Scenes Contributors, STAR Academy Medical, STAR Academy Mental Health, CSAP Department, Education Department and Black Hills Special Service. Honorable Mention also went to the South Dakota Community Corrections PbS Reintegration Team for exceeding the National Average in 82% of the Reintegration Jurisdictional Outcome Measures in October 2008 that applied to STAR Academy.

Spirit of Character Award: "A strong character, founded on the living rock of principle, is an incredible gift. It is designed to leave not merely an immediate impression, but to create a continuous, progressive, and never-ending legacy for the future. It survives the person who developed it." Tonya Wright-Cook dedicated this award to a long time PbS Veteran, Miss Jodi Larabee. In her tribute STAR Academy has established the "Spirit of Character Award". This year it was presented to Danielle Meyer, PbS Site Coordinator, QUEST Program.

Brady Academy Program was selected as a Barbara Allen- Hagen Award finalist for the 2008 Correctional Facility category. STAR Admissions and Brady Academy meet the criteria and submitted entries in 2009.

In April 2009, SD STAR Academy welcomed a new PbS Coach, Al Lick, who will be a consultant and a mentor as STAR Academy progresses with the PbS project. April 2009 data collection; Star Admissions and Star Academy- Excel performed at Level 3. This Level assignment means that they have met the required PbS process and methodology and their Critical Outcome results outperform the national field averages at a very high percentage. Star Academy-Quest, Patrick Brady, and Youth Challenge performed at Level 2. This Level assignment means they have met the required PbS process and methodology.

In September 2009, SD State PbS Coordinator, Tonya Wright-Cook attend an annual PbS State Coordinator training in Boston, MA. The focus of the training was; strategies used to advance PbS, celebrating and recognizing PbS success, and managing PbS challenges.

In October 2009, SD State PbS Coordinator, Tonya Wright-Cook, attended the annual PbS Learning Institute board meeting in Chicago Illinois where she is now serving in an officer position. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

## 2010 Highlights

March 31, 2010 was the 2nd Annual PbS Recognition Ceremony at STAR Academy. It was an All Star Recognition. SD State PbS Coordinator, Tonya Wright-Cook recognized the "PbS Rising Stars", the "PbS All Star's" and "PbS Hall of Famers" for the year. Tonya stated that "Baseball Awards celebrate greatness and are given to those people who make valuable contributions or reach the highest levels of professionalism." Twenty awards were presented to internal and external stakeholders that have had a significant role in South Dakota's PbS success. South Dakota's PbS Coach, Al Lick, was present for the celebration and recognized STAR Academy for their teamwork, leadership and high standards.

In June 2010, STAR Admissions and Brady Academy were selected as finalist for the 2010 Barbara Allen- Hagen Award. Their applications showed great success and dedication to serving youths and for extraordinary improvement to facility quality of life and operations as demonstrated through participation in CJCA's Performance-based Standards (PbS) program. Also in June, SD State PbS Coordinator, Tonya Wright-Cook was asked to serve on a review board by New Amsterdam Consulting Company, the company that built and maintains the website that collects and analyzes the PbS data. Recommended by (CJCA-PbS) as a great candidate, Tonya is now serving as a field representative on this Institutional Review Board (IRB) along with the other four board members. This project has a real impact on the lives of institutionalized youth.

April 2010 data collection; Brady Academy and Star Academy East Campus performed at a Level 4, the highest PbS Level attainable. Star Admissions and the Youth Challenge Center performed at Level 3. This Level assignment means that they have met the required PbS process and methodology and their Critical Outcome results outperform the national field averages at a very high percentage.

In September 2010, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS State Coordinators Conference in Boston along with 28 other State Coordinators and PbS coaches. The focus of this conference was creating and sustaining positive organizational change and generating safe and healthy climates for youth.

In October 2010, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS Learning Institute board meeting in Chicago. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

## 2011 Highlights

In April 2011, STAR Academy was awarded a "Decade of Excellence" plaque for their commitment to PbS and for their success with the program for the past ten years. This is the first recognition of this nature that the PbS project has ever awarded. All three of the reporting programs for the State Treatment and Rehabilitation (STAR) Academy have attained Level 4 status, the highest level possible, with the Performance-based Standards (PbS) project. South Dakota is the first state to have all of its facilities reach Level 4 status. "STAR Academy's success in achieving this new standard is indicative of our staff's dedication to the PbS project and to constant improvement," said Secretary of Corrections Denny Kaemingk. Doug Herrmann, Director of Juvenile Services said, "PbS has played a major role in implementing change in our juvenile corrections system and in programs nationwide. It's extremely gratifying to be recognized as a national leader in this effort." There are currently 198 facilities in the nation participating in the PbS project. Twelve of the 198 facilities reached Level 4 status for the last reporting period, with a quarter of those facilities from South Dakota.

The third annual PbS celebration was in honor for STAR's 10 years in PbS, and all of the improvement the Academy has made under the program. Among the award winners was Tonya Wright-Cook, who received an individual Decade of Excellence State Coordinator Achievement Award. Cook is not only the Quality Assurance Specialist for the STAR Academy, but also the state PbS State Coordinator. "PbS is a system that has helped us to identify, monitor and improve conditions and services for our youth. It is a leadership responsibility not a positional responsibility," Wright-Cook said in a speech at the ceremony. Other awards that were presented at the Decade of Excellence Celebration were: The Decade Award was presented to 52 employees that have been involved with PbS for ten years; Partnership of Excellence Award (Community Corrections); Pursuit of Excellence Award (STAR Admissions team); Pride and Perseverance Award (Brady Academy team); Commitment to Success Award (Youth Challenge Center team); Leading by Example Award (East Campus team); Jodi Larabee, Spirit of Character Award (Scott Jones).

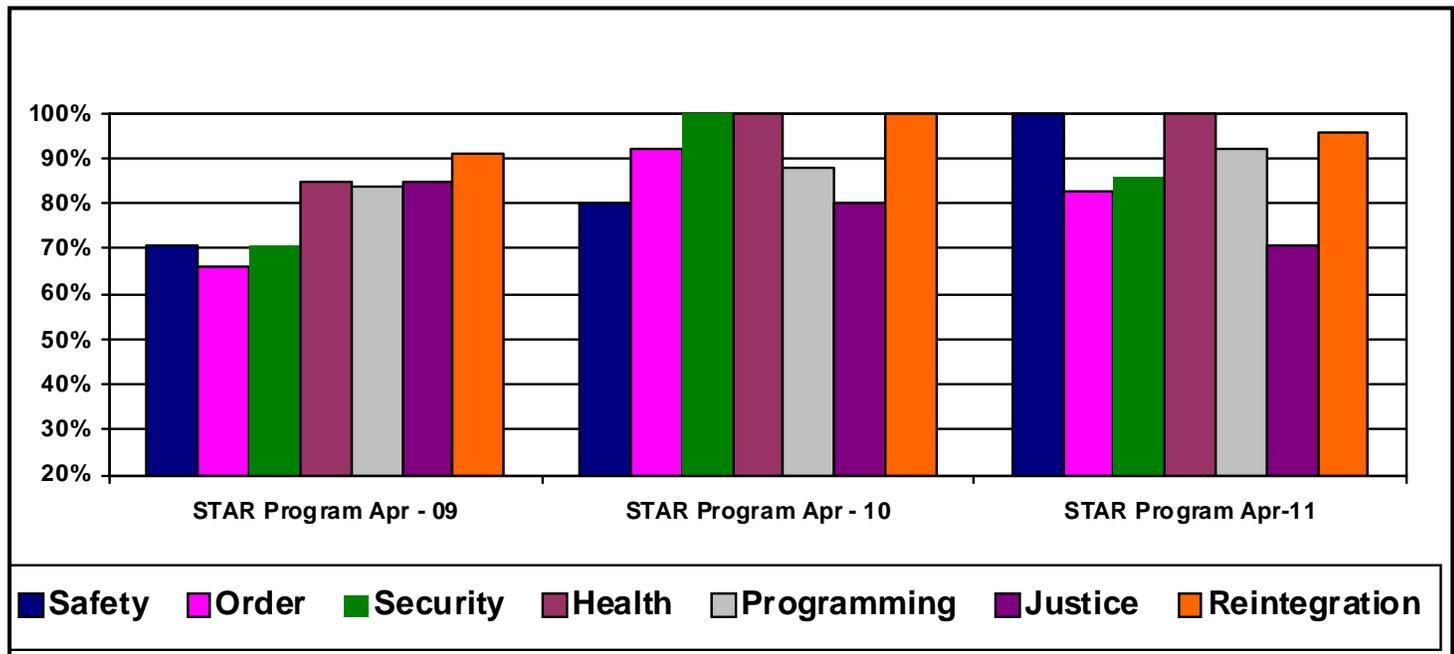
PbS State Coordinator, Tonya Wright-Cook closed the celebration with, "Our recent level accomplishments have shown us that the steps we've taken over the last decade may have met or exceed the national average, but in order to sustain these improvements we'll need to take on challenges that have been decades in the making. We are certainly poised for progress. However, we have never measured progress by outcomes alone. We measure progress by the success of our people."

Al Lick, (PbS) coach and consultant said, "They run a very excellent program. They are a shining star in PbS, not just in South Dakota, but throughout the nation."

In October 2011, SD State PbS Coordinator, Tonya Wright-Cook attended the annual PbS Learning Institute board meeting in Chicago. The board provides guidance to the PbS project on a national scale and will continue to play an instrumental role in providing leadership for the project well into the future.

With the April 2011 data collection, STAR Academy has completed its 20th cycle of data collection. STAR Academy programs are compared to other facilities that have participated in the project for more than two data collection cycles. There are a total of 106 outcome measures that fall into the Security, Order, Safety, Programming, Health, Justice, and Reintegration categories.

The following graph displays the percent of PbS outcome measures where STAR Academy exceeded the national average as a jurisdiction for the most current data collection, April 2011. Please review individual jurisdiction graphs for more details.



**Current National Average Comparisons- STAR Academy Programs  
April 2011**

- Safety:** STAR Academy met or exceeded the National Average in 100% of the outcome measures.
- Order:** STAR Academy met or exceeded the National Average in 83% of the outcome measures.
- Security:** STAR Academy met or exceeded the National Average in 86% of the outcome measures. \*
- Health-:** STAR Academy met or exceeded the National Average in 100% of the outcome measures.
- Programming:** STAR Academy met or exceeded the National Average in 92% of the outcome measures.
- Justice:** STAR Academy met or exceeded the National Average in 71% of the outcome measures. \*
- Reintegration:** STAR Academy met or exceeded the National Average in 96% of the outcome measures.\*

\* Dropped by one outcome measure.

### 1.5 Levels of Performance

CJCA and the PbS Learning Institute have created levels of performance that gradually recognize when facilities master the basics of data collection. Performance profiles are a user-friendly analysis score card that monitors when facilities achieve higher-than average outcomes. The profile starts first with the critical outcomes that when sustained at high performance, the programming, health/mental health and other outcomes are factored in. It is an effort by PbS to provide sites with a summary of performance measures related to the sites meeting sample size requirements, compliance with PbS definitions, and to serve as a guide to evaluation of outcomes in relation to previous site performance and national field averages.

In April 2011 there were 197 PbS project participants with 11% scoring in Level 1. The largest scoring group was Level 2 at 64% and 22% of the participants in the Level 3 group. Six sites (3%) scored in the Level 4 category, two of which were STAR Academy programs. Please review STAR Academy’s jurisdiction levels of performance for more details.



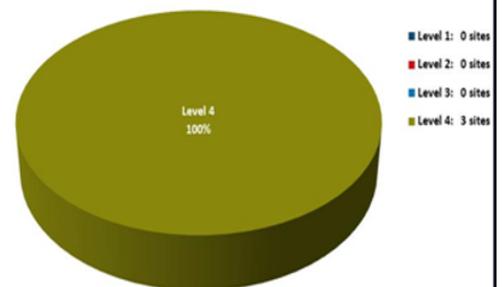
**SOUTH DAKOTA DEPARTMENT OF CORRECTIONS,  
JUVENILE DIVISION  
PbS April 2011 Jurisdictional Levels of Performance**

South Dakota Department of Corrections, Juvenile Division PbS Sites		
LEVEL 2 ( 0 Sites)	LEVEL 3 ( 0 Sites)	LEVEL 4 ( 3 Sites)
		Patrick H. Brady Academy
		Star East Campus
		Youth Challenge Center

**Performance Profile Scoring Legend**

LEVELS SCORING LEGEND	Level 1	Level 2	Level 3	Level 4
Sample Size Score	100%	100%	100%	100%
Incident Report Definitional Compliance and Comprehensive Reporting Score	100%	100%	100%	100%
Average of Youth Record Data Elements Scores	>= 84.5%	>= 84.5%	>= 84.5%	>= 84.5%
Average Facility Improvement Plan Score	>= 84.5%	>= 84.5%	>= 84.5%	100%
Percent of Youth Record Data Elements Contributing to Critical Health OM Scores		>= 84.5%	>= 84.5%	100%
Critical Outcome Measures the Same or Better than Field Average		>= 84.5%	>= 84.5%	>= 84.5%
Percent of Youth Record Data Elements Contributing to Health and Programming Scores			>= 84.5%	100%
Health, Justice and Programming Outcome Measures Same or Better than Field Average			>= 84.5%	>= 84.5%
Corrections Only: Percent of Youth Record Data Elements Contributing to Reintegration Scores			>= 84.5%	100%
Corrections Only: Reintegration Outcome Measures Same or Better than Field Average			>= 84.5%	>= 84.5%

South Dakota Department of Corrections  
Juvenile Division  
April 2011 PbS Levels of Performance



## 1.6 Program Analysis

The following pages contain a jurisdiction analysis for the October 2010 and April 2011 data collections. Each jurisdiction analysis contains outcome measures, an analysis of how each site did per outcome measure, a comparison to the national average when applicable, and information regarding the Facility Improvement Plans. The results for the individual PbS outcome measures are as follows:

<b>PbS Outcome Measures</b>	<b>Security</b>	<b>Pages 16-23</b>
	<b>Order</b>	<b>Pages 24-37</b>
	<b>Safety</b>	<b>Pages 38-54</b>
	<b>Programming</b>	<b>Pages 55-85</b>
	<b>Health</b>	<b>Pages 86-100</b>
	<b>Justice</b>	<b>Pages 101-108</b>
	<b>Reintegration</b>	<b>Pages 109-136</b>
<b>Facility Improvement Plans</b>	<b>All Programs</b>	<b>Pages 36,41,58,76,81,119,133</b>

## 1.7 PbS Program Wins Prestigious Award

OJJDP's Performance-based Standards (*PbS*) for Youth Correction and Detention Facilities was one of five recipients of the 2004 Innovations in American Government Award from the Ash Institute for Democratic Governance and Innovation at Harvard University and the Council for Excellence in Government. The annual Innovation Award recognizes federal, state, and local programs that exemplify creative and effective government at its best. Winning programs receive \$100,000 grants to support replication and dissemination activities. The 2004 winners were chosen from among nearly 1,000 applicants. OJJDP launched the *PbS* program in 1995 to collect and analyze data to improve conditions and services in juvenile facilities. Developed under the direction of Edward J. Loughran, Executive Director, CJCA, *PbS* sets national standards for safety, education, health and mental health services, security, justice, and order within facilities and gives agencies tools to collect data, analyze performance results, design improvements, implement change, and measure effectiveness. For additional information about the *PbS* program, visit [www.pbstandards.org](http://www.pbstandards.org)

## 1.8 STAR Academy Wins Prestigious Award

The Council of Juvenile Correctional Administrators (CJCA) and the Performance-based Standards Learning Institute (PbS Li) have selected three juvenile facilities from around the country as winners of a national award recognizing outstanding and exemplary work to ensure that facilities are safe for youths and staff, hold youths accountable and provide effective rehabilitation services that prevent future crime.

CJCA, the national organization for juvenile correctional agency leadership, announced the winners of the 2007 Performance-based Standards (*PbS*) Barbara Allen-Hagen Award on Aug. 12. *PbS* is a program developed by CJCA that establishes national standards governing facility operations and provides performance outcomes twice a year that indicate how well correction and detention facilities are meeting the standards. The 2007 award winners listed below were selected based on their successful use of *PbS* data and outcomes to strategically plan, implement and sustain improvement for youths and staff:

- **Corrections: STAR Youth Challenge Center in Custer, South Dakota;**
- **Detention: Bethel Youth Detention Facility in Bethel, Alaska; and**
- **Co-located: Mountain View Youth Development Center in Charleston, Maine.**

*PbS* began in 1995, when CJCA was charged with the task of finding a way to improve juvenile facilities across the United States in response to the Congressionally mandated 1994 Conditions of Confinement Study. The program was funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and launched by Barbara Allen-Hagen, Program Manager. CJCA and the *PbS* Learning Institute established the Barbara Allen-Hagen Award in her honor to recognize facilities that show extraordinary implementation of *PbS* and a long-lasting commitment to operating facilities that positively change young lives.

## 1.9 PbS Recognizes STAR Academy

### *PbS Learning Institute*

*Committed to treating youths in custody as one of our own*

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September 8, 2011

The South Dakota Department of Corrections, Juvenile Division Star Academy reached a new milestone in the April, 2011 PbS cycle. They became the first state in the history of Performance Based Standards (PbS) to have all of their programs reach PbS Performance Level IV, the first jurisdiction to accomplish that very difficult task. Under the very capable leadership of agency Director Doug Hermann and PbS State Coordinator Tonya Wright-Cook, South Dakota reached this pinnacle of performance.

This was the twenty-first data collection period over the course of ten years.

The South Dakota programs have continued to be the national model for how to effectively incorporate the PbS performance and continual improvement processes into the daily operations of juvenile corrections programs. By reaching this premier level of performance the Juvenile Division Star Academy has created the most positive facility culture whereby youth and staff can perform at their highest levels.

A couple of items stand out in the many exceptional aspects of this performance. First of all, the PbS process in the three facilities and the community offices is very staff friendly and incorporates the opinions of all the employees. The second positive feature that stands out is the manner in which this agency guarantees that all staff are allowed to celebrate the many accomplishments of the three facilities in the PbS improvement process. As is the case in all highly successful programs, there are many other positive aspects which are too numerous to mention.

A closer look at the PbS Outcome Measures reveals the following accomplishments for each facility:

- Patrick Brady surpassed the PbS national field average in Critical Outcome Measures by meeting 27 of the 31 measures or 87%. They also met 66 out of the 71 Non-critical Outcome Measures or 93%.
- Star East Academy surpassed the PbS national field average in Critical Outcome Measures by meeting 29 out of 31 measures or 97%. They also met 64 out of the 70 Non-critical Outcome Measures or 91%.
- Youth Challenge Center surpassed the PbS national field average in Critical Outcome Measures by meeting 28 out of 31 measures or 90%. They also met 62 out of 71 Noncritical Outcome Measures or 87%.

The Juvenile Division Star Academy has the accomplishment benchmark for PbS at a new level. Recognition of this record performance is well deserved.

Best Regards,

Bob Dugan, PbS Project Manager

Al Lick, PbS Coach





**STAR Academy  
Security**

This includes measures such as escapes, contraband and lost or misplaced equipment.

**Security 1 Escapes: Completed**

**Completed escapes, walk-aways, and AWOL's, per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.006%.

**Brady Academy**

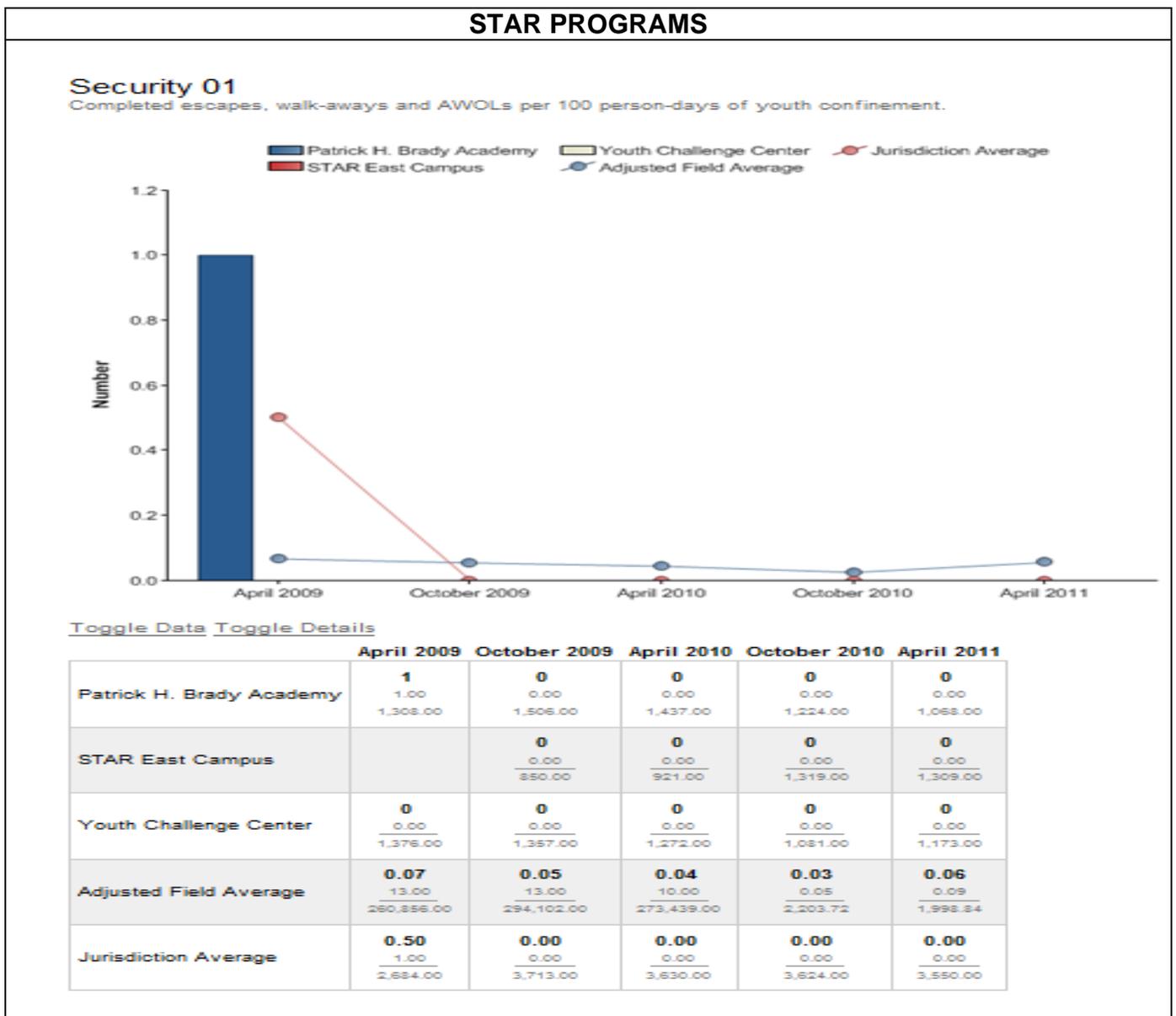
Completed escapes, walk-aways, and AWOL's remain at zero incidents for October and April.

**STAR East Camp**

Completed escapes, walk-aways, and AWOL's remain at zero incidents for October and April.

**Youth Challenge Center**

Completed escapes, walk-aways, and AWOL's remain at zero incidents for October and April.



**Security 2 Escapes: Attempted**

**Attempted escapes per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.05%.

**Brady Academy**

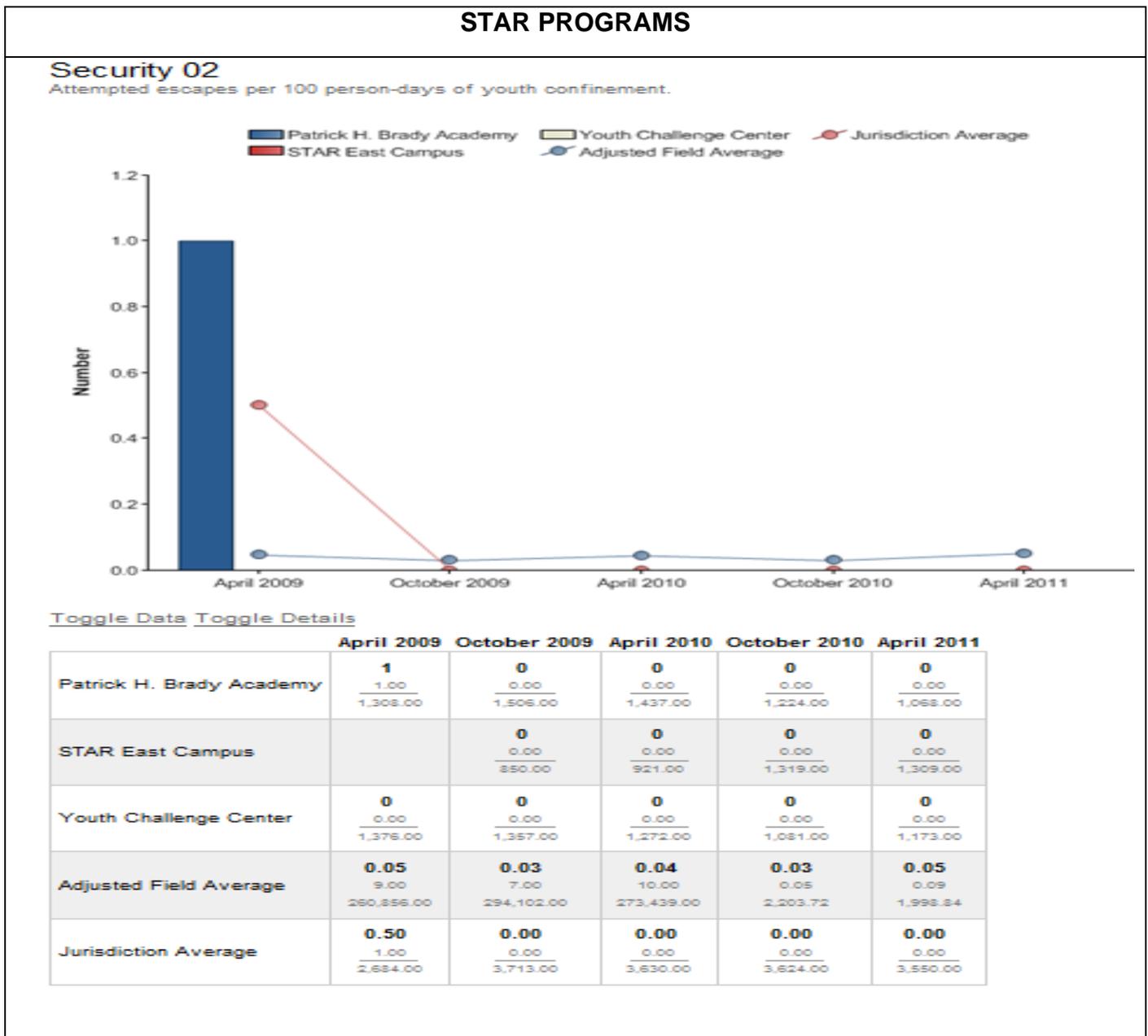
Attempted escapes per 100 person days of youth confinement remain at zero incidents for October and April.

**STAR East Camp**

Attempted escapes per 100 person days of youth confinement remain at zero incidents for October and April.

**Youth Challenge Center**

Attempted escapes per 100 person days of youth confinement remain at zero incidents for October and April.



**Security 3 Escapes: Weapons**

**Incidents involving contraband (weapons) per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.21%.

**Brady Academy**

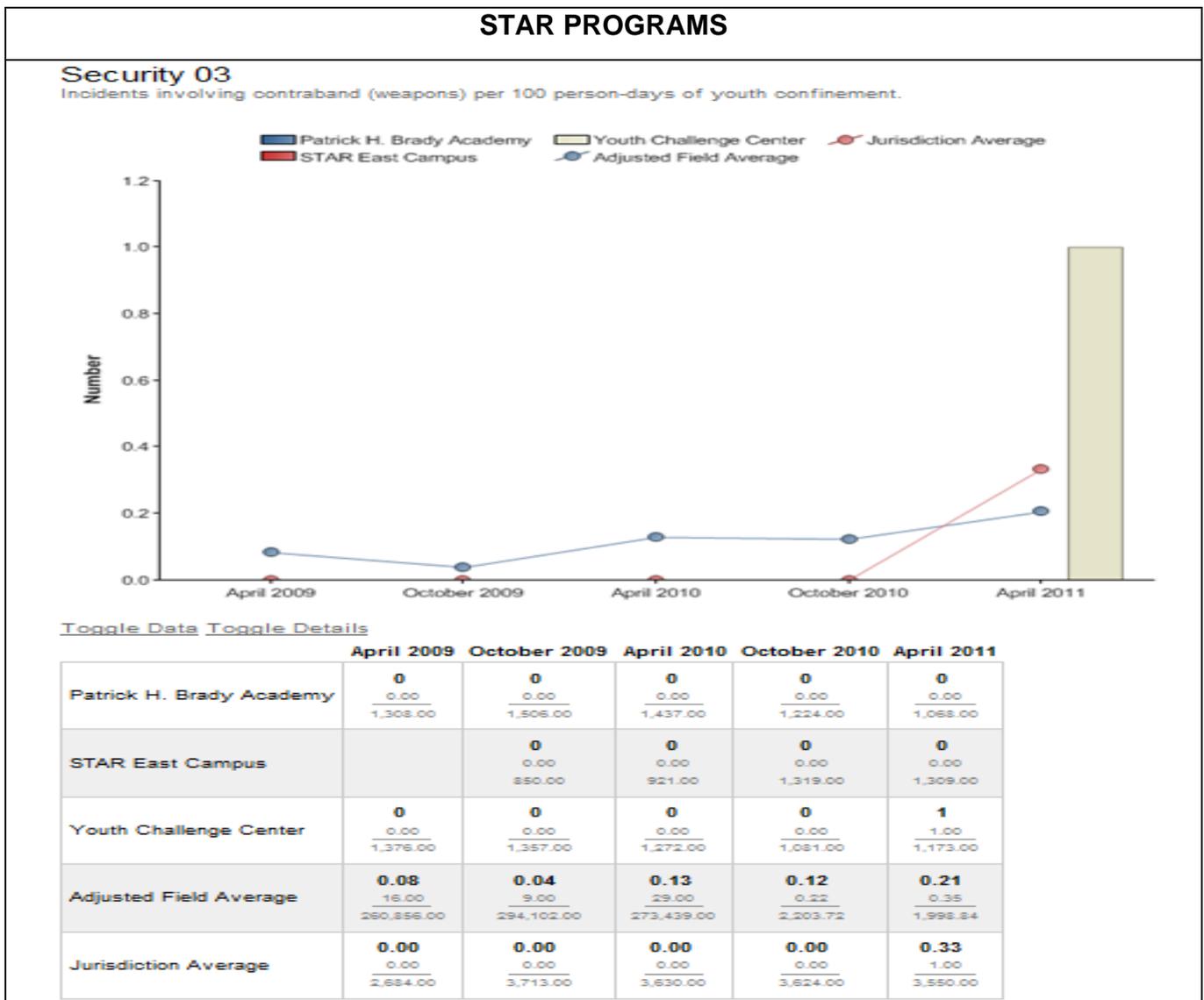
There were no incidents involving contraband (weapons) for October and April.

**STAR East Camp**

There were no incidents involving contraband (weapons) for October and April.

**Youth Challenge Center**

There were no incidents involving contraband (weapons) for October and one incident in April.



**Security 4 Contraband: Drugs**

**Incidents involving contraband (drugs) per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.31%.

**Brady Academy**

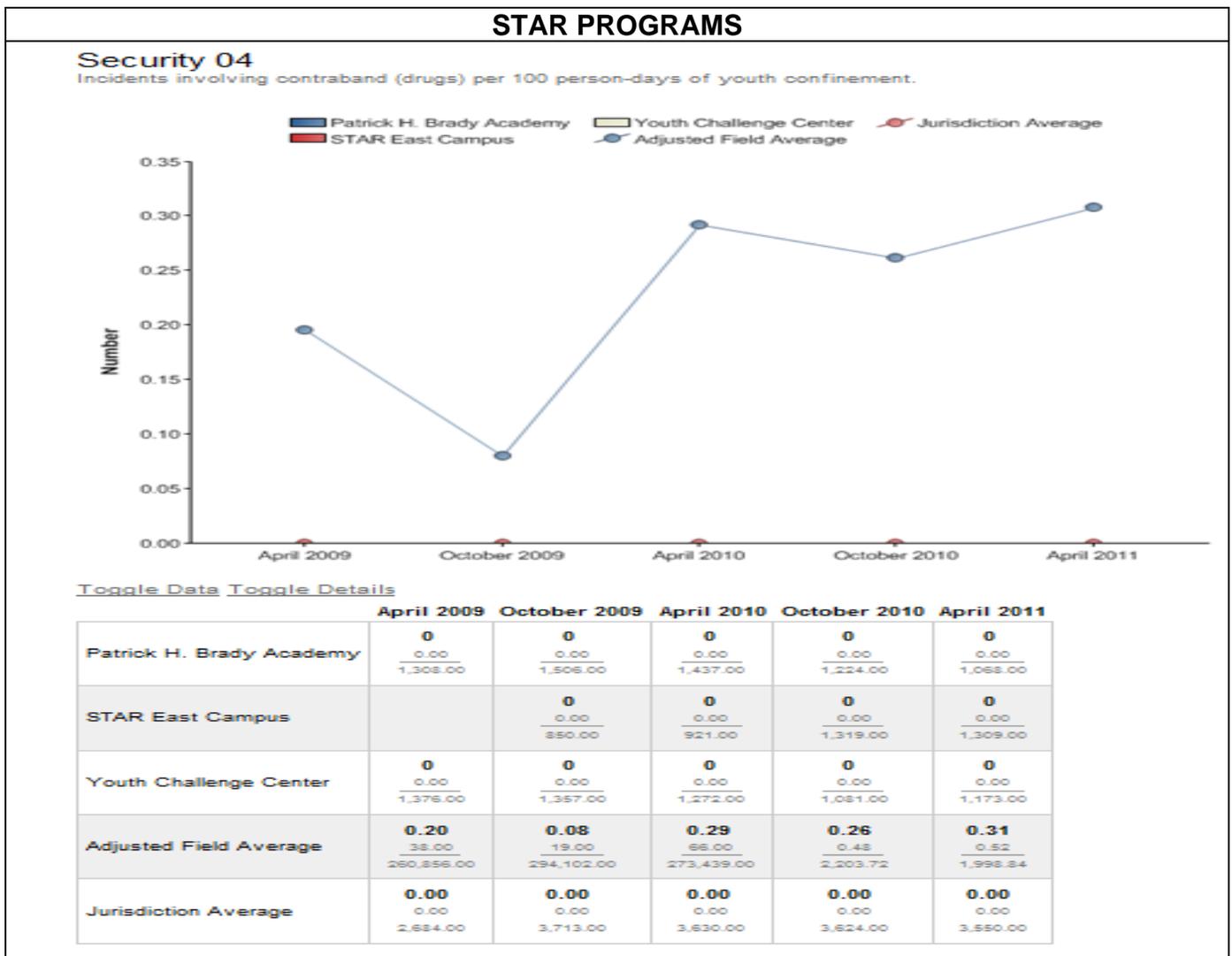
There were no incidents involving contraband (drugs) for October and April.

**STAR East Camp**

There were no incidents involving contraband (drugs) for October and April.

**Youth Challenge Center**

There were no incidents involving contraband (drugs) for October and April.



**Security 5 Contraband: Other**

**Incidents involving contraband (other) per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 2.07%.

**STAR East Camp**

A Facility Improvement Plan (FIP) was developed for this Outcome Measure (OM) in April 2003 and has been formally closed. The FIP team continues to monitor this OM closely.

**Brady Academy**

There were zero incidents involving contraband (other) for the October and April data collection.

**STAR East Camp**

There were zero incidents involving contraband (other) for the October and April data collection.

**Youth Challenge Center**

There were zero incidents involving contraband (other) for the October and April data collection.

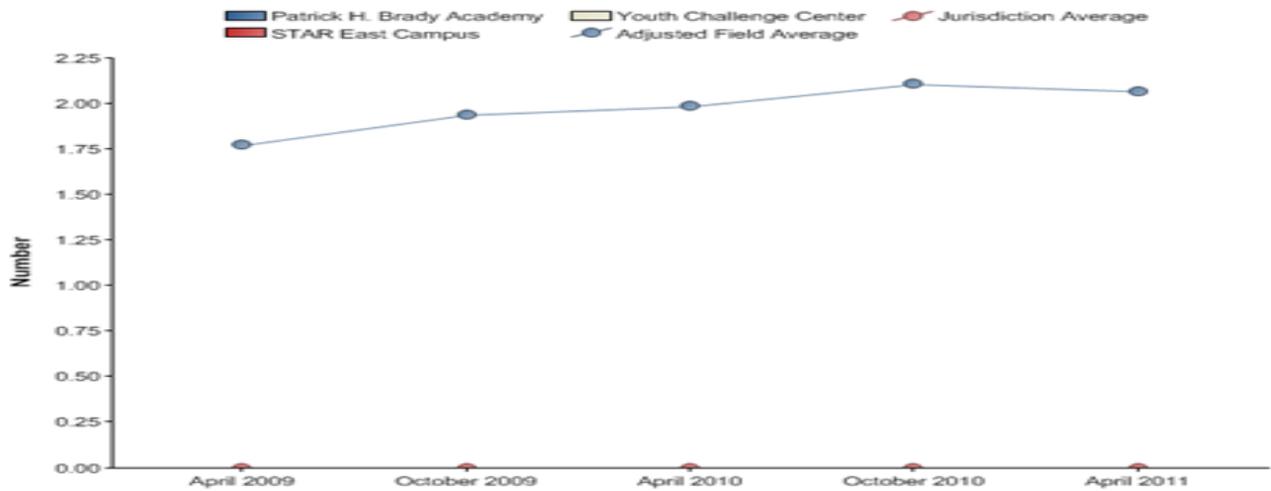
**Youth Challenge Center**

A Facility Improvement Plan (FIP) was developed for this Outcome Measure (OM) in October 2008 and has been formally closed.

**STAR PROGRAMS**

**Security 05**

Incidents involving contraband (other) per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0 0.00 1,308.00	0 0.00 1,506.00	0 0.00 1,437.00	0 0.00 1,224.00	0 0.00 1,068.00
STAR East Campus		0 0.00 850.00	0 0.00 921.00	0 0.00 1,319.00	0 0.00 1,309.00
Youth Challenge Center	0 0.00 1,376.00	0 0.00 1,357.00	0 0.00 1,272.00	0 0.00 1,081.00	0 0.00 1,173.00
Adjusted Field Average	1.77 344.00 260,856.00	1.94 450.00 294,102.00	1.98 448.00 273,439.00	2.10 3.84 2,203.72	2.07 3.49 1,998.84
Jurisdiction Average	0.00 0.00 2,684.00	0.00 0.00 3,713.00	0.00 0.00 3,630.00	0.00 0.00 3,624.00	0.00 0.00 3,550.00

**Security 6: Lost Keys**

**Incidents involving lost keys per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.000%.

**Brady Academy**

There were no incidents involving lost keys for the October and April data collection.

**STAR East Camp**

There were no incidents involving lost keys for the October and April data collection.

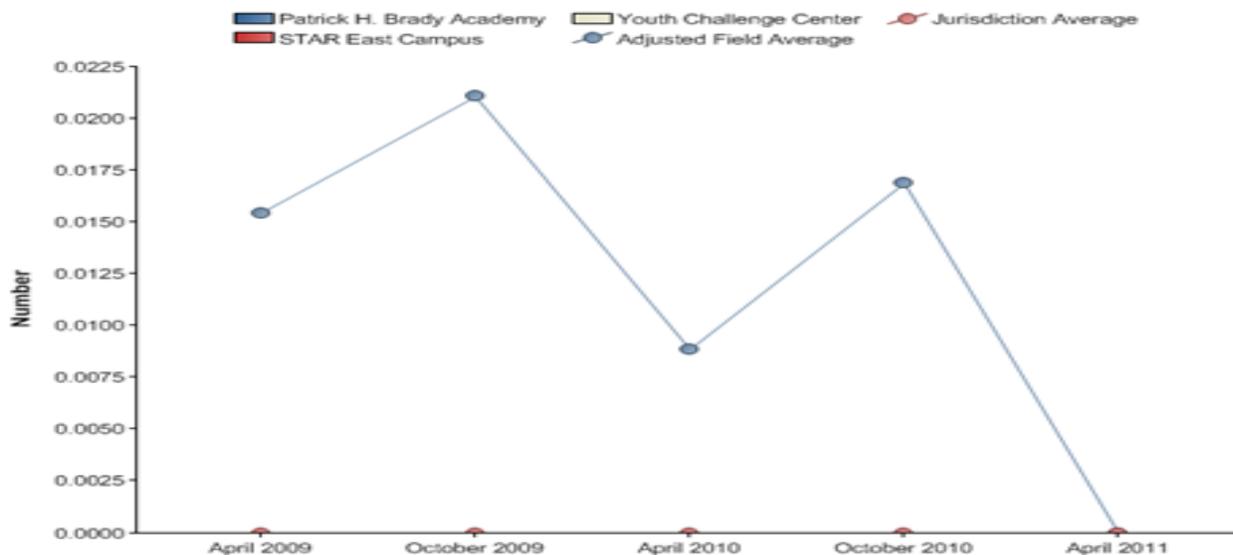
**Youth Challenge Center**

There were no incidents involving lost keys for the October and April data collection.

**STAR PROGRAMS**

**Security 06**

Incidents involving lost keys per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0}{1,308.00}$	$\frac{0}{1,506.00}$	$\frac{0}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{0}{1,068.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{0}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{0}{1,357.00}$	$\frac{0}{1,272.00}$	$\frac{0}{1,081.00}$	$\frac{0}{1,173.00}$
Adjusted Field Average	$\frac{0.02}{260,856.00}$	$\frac{0.02}{294,102.00}$	$\frac{0.01}{273,439.00}$	$\frac{0.02}{2,203.72}$	$\frac{0.00}{1,998.84}$
Jurisdiction Average	$\frac{0.00}{2,684.00}$	$\frac{0.00}{3,713.00}$	$\frac{0.00}{3,630.00}$	$\frac{0.00}{3,624.00}$	$\frac{0.00}{3,550.00}$

**Security 7: Lost Tools**

**Incidents involving lost tools per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.02%.

**Brady Academy**

There were no incidents involving tools for the October and April data collection.

**STAR East Camp**

There were no incidents involving tools for the October and April data collection.

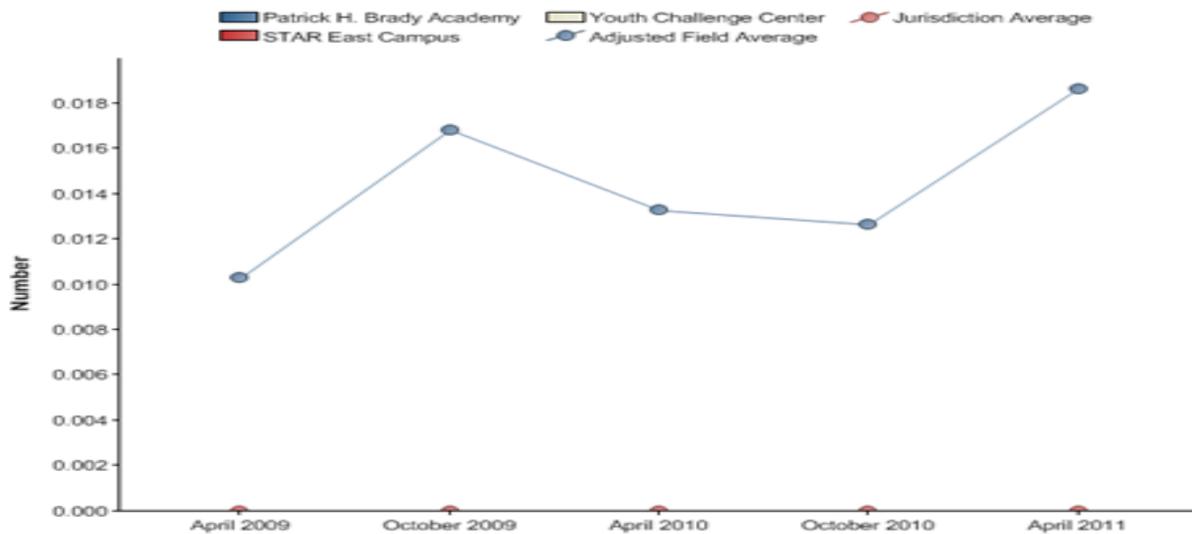
**Youth Challenge Center**

There were no incidents involving tools for the October and April data collection.

**STAR PROGRAMS**

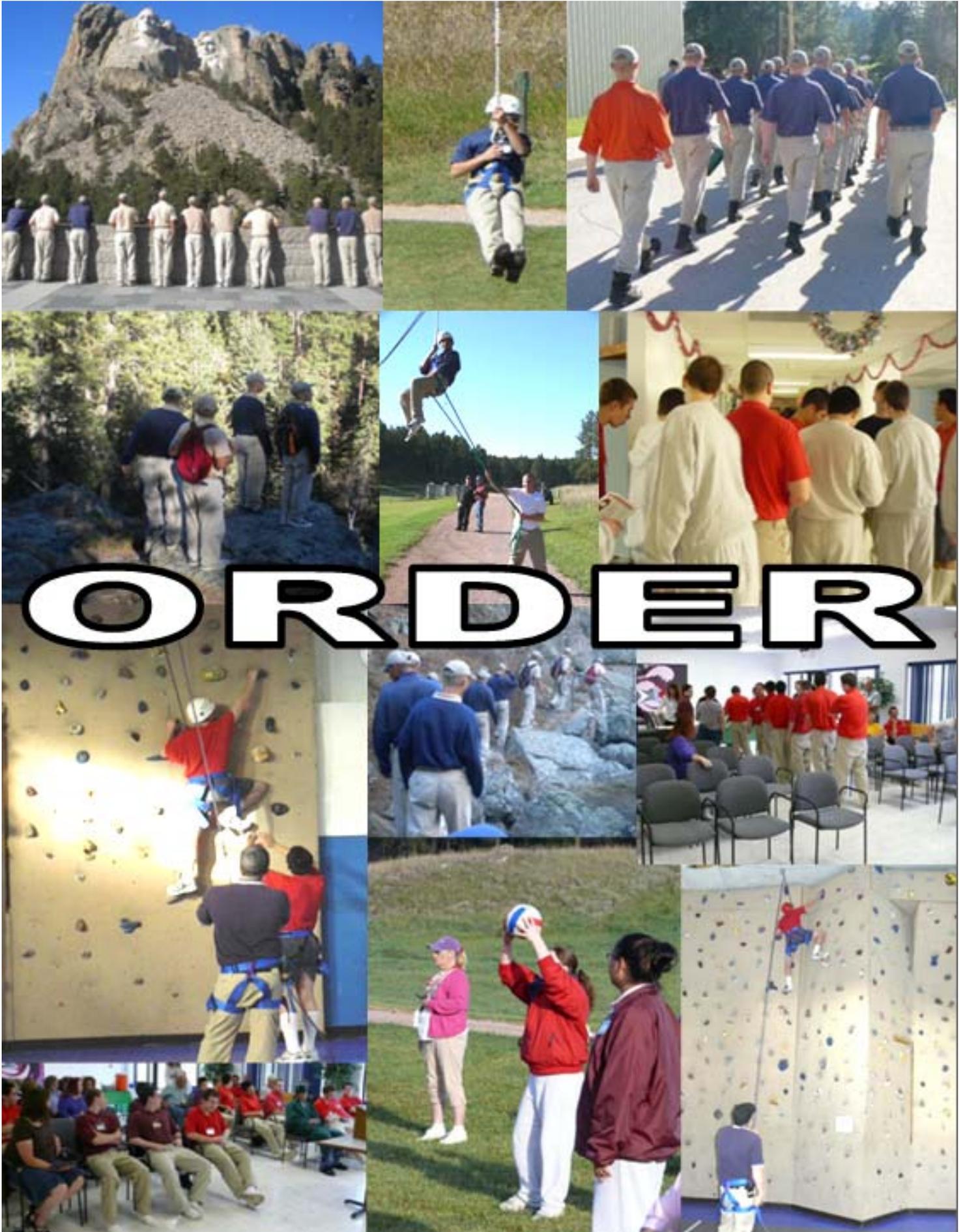
**Security 07**

Incidents involving lost tools per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0}{1,308.00}$	$\frac{0}{1,506.00}$	$\frac{0}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{0}{1,068.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{0}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{0}{1,357.00}$	$\frac{0}{1,272.00}$	$\frac{0}{1,081.00}$	$\frac{0}{1,173.00}$
Adjusted Field Average	$\frac{0.01}{260,856.00}$	$\frac{0.02}{294,102.00}$	$\frac{0.01}{273,439.00}$	$\frac{0.01}{2,203.72}$	$\frac{0.02}{1,998.84}$
Jurisdiction Average	$\frac{0.00}{2,684.00}$	$\frac{0.00}{3,713.00}$	$\frac{0.00}{3,630.00}$	$\frac{0.00}{3,624.00}$	$\frac{0.00}{3,550.00}$



**Order**

This includes measures such as misconduct, use of restraints and isolation, and idle waking hours.

**Order 1: Youth Misconduct**

**Incidents of youth misconduct per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 4.0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 17.67%.

**Youth Challenge Center**

A Facility Improvement Plan (FIP) was developed for this OM in October 2002 and has been deemed successful and closed.

**Brady Academy**

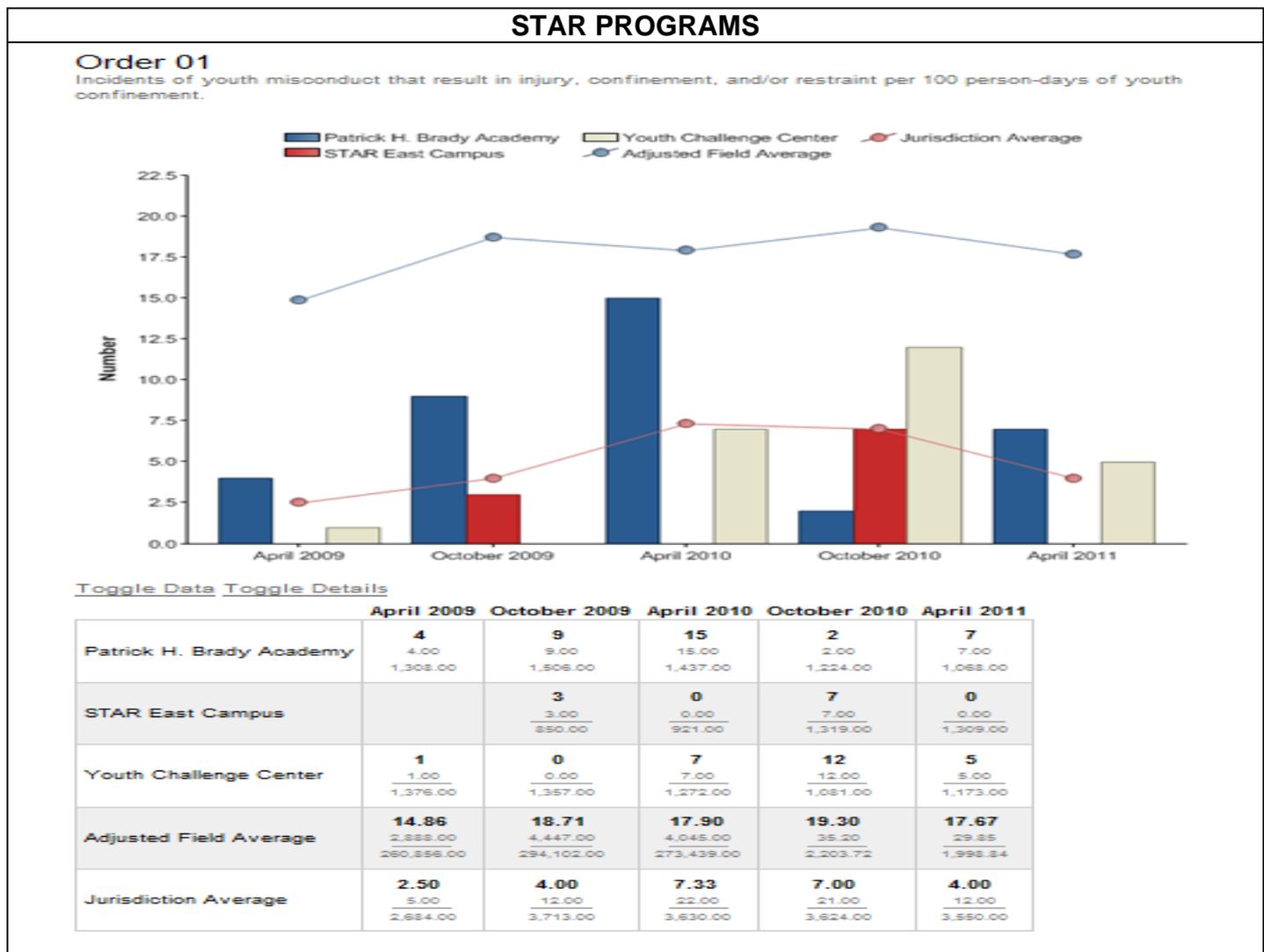
Incidents of youth misconduct per 100 person days of youth confinement was 2.0 in October and 7.0 in April.

**STAR East Camp**

Incidents of youth misconduct per 100 person days of youth confinement was 7.0 in October and decreased to zero incidents in April.

**Youth Challenge Center**

Incidents of youth misconduct per 100 person days of youth confinement was 12.0 in October and 5.0 in April.



## Order 2 Administrative Sanction: Staff Involvement

**Staff involvement in administrative sanction for conduct related to youth (suspension, letter of reprimand, demotion, etc) per 100 staff days of employment.**

### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

### National Average/Field Average

The national average for this outcome measure (OM) is currently 1.7%.

### Brady Academy

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2002 and has been deemed successful and formally closed.

### STAR East Camp

A FIP was developed for this OM in October 2005, which has been deemed successful and formally closed.

### Brady Academy

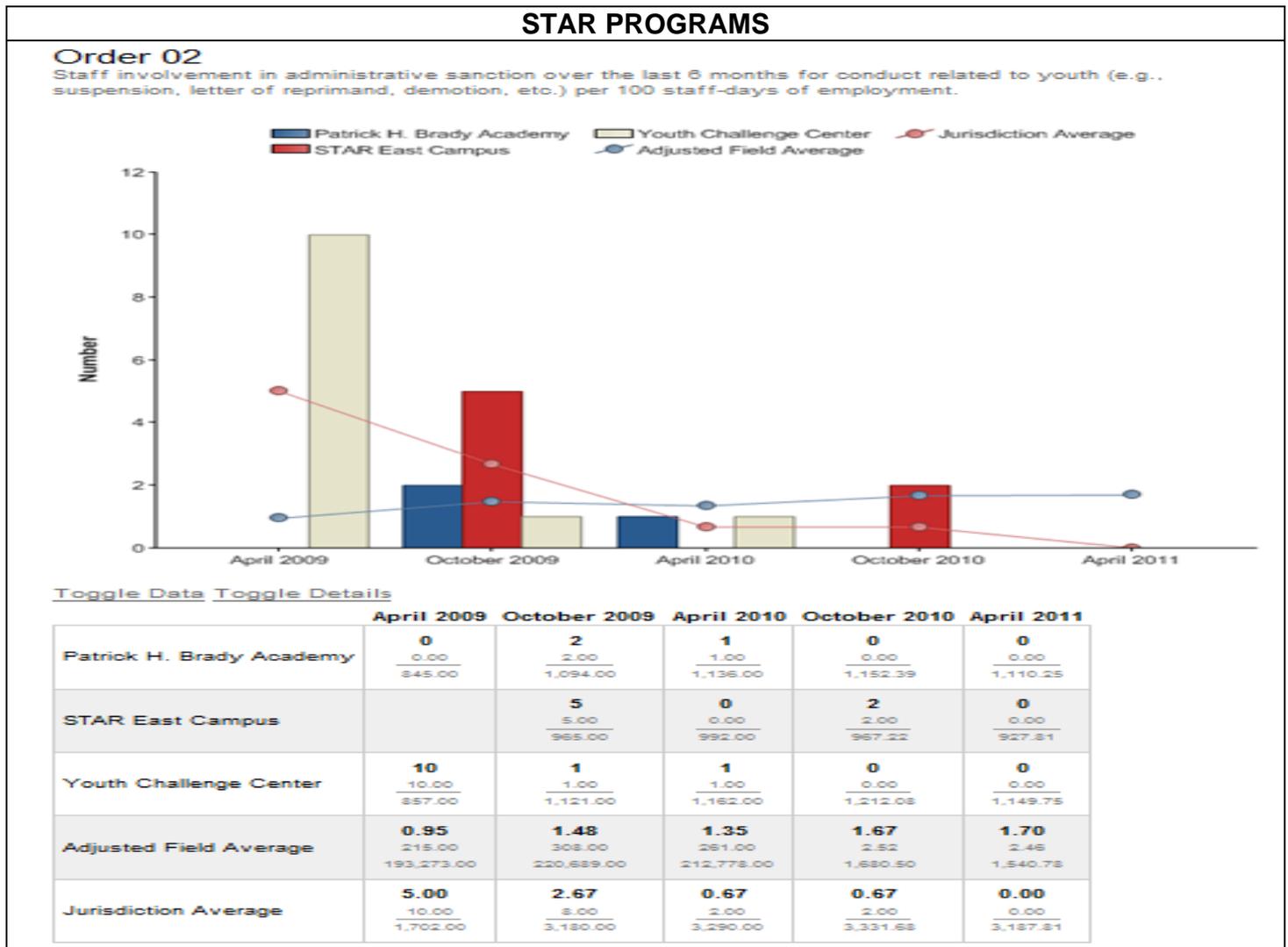
Staff involvement in administrative sanction for conduct related to youth per 100 staff days was zero in October and zero in April.

### STAR East Camp

Staff involvement in administrative sanction for conduct related to youth per 100 staff days was 2.0 in October and zero incidents in April.

### Youth Challenge Center

Staff involvement in administrative sanction for conduct related to youth per 100 staff days was zero in October and zero in April.



**Order 3 Restraints: Physical**

**Physical restraint use per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 1.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 8.26%.

**Brady Academy**

Physical restraint use was one incident per 100 days in October and three incidents in April.

**STAR East Camp**

Physical restraint use was zero incidents per 100 days in October and in April.

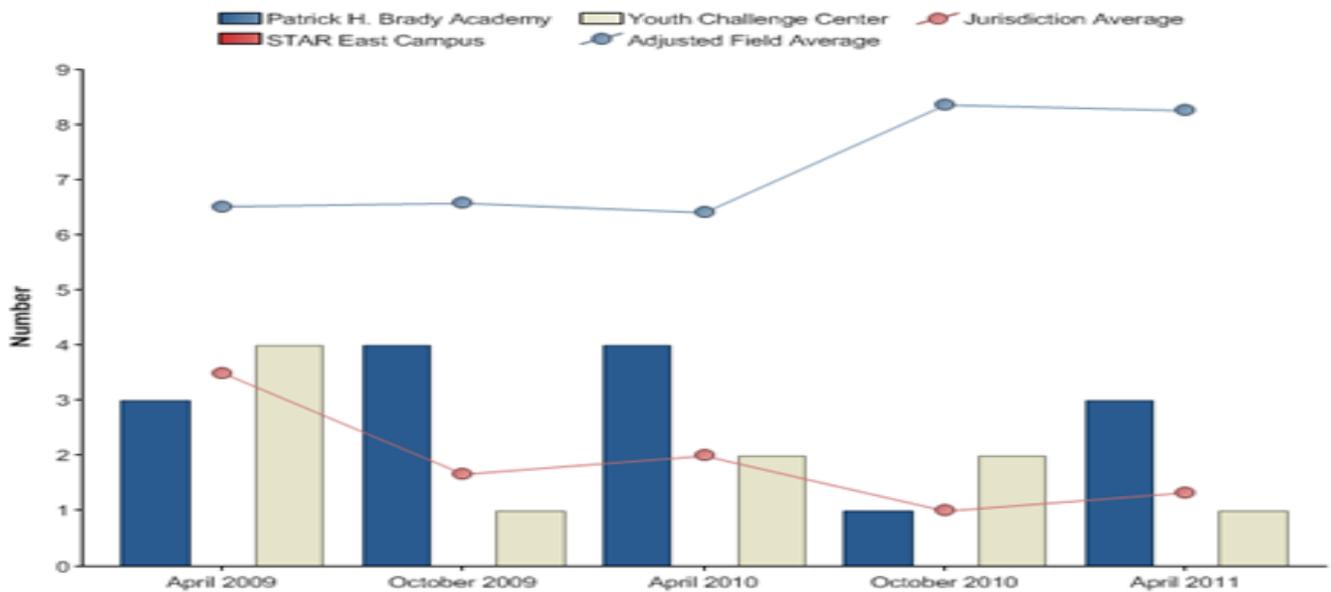
**Youth Challenge Center**

Physical restraint use was two incidents in October and one incident in April.

**STAR PROGRAMS**

**Order 03**

Physical restraint use per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>3</b> 3.00 1,308.00	<b>4</b> 4.00 1,506.00	<b>4</b> 4.00 1,437.00	<b>1</b> 1.00 1,224.00	<b>3</b> 3.00 1,068.00
<b>STAR East Campus</b>		<b>0</b> 0.00 850.00	<b>0</b> 0.00 921.00	<b>0</b> 0.00 1,319.00	<b>0</b> 0.00 1,309.00
<b>Youth Challenge Center</b>	<b>4</b> 4.00 1,376.00	<b>1</b> 1.00 1,357.00	<b>2</b> 2.00 1,272.00	<b>2</b> 2.00 1,081.00	<b>1</b> 1.00 1,173.00
<b>Adjusted Field Average</b>	<b>6.52</b> 1,267.00 260,856.00	<b>6.58</b> 1,563.00 294,102.00	<b>6.41</b> 1,448.00 273,439.00	<b>8.36</b> 15.25 2,203.72	<b>8.26</b> 13.94 1,998.84
<b>Jurisdiction Average</b>	<b>3.50</b> 7.00 2,684.00	<b>1.67</b> 5.00 3,713.00	<b>2.00</b> 6.00 3,630.00	<b>1.00</b> 3.00 3,624.00	<b>1.33</b> 4.00 3,550.00

**Order 4 Restraints: Mechanical**

**Mechanical restraint use per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 2.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 8.40%.

**Brady Academy**

Mechanical restraint use was zero incidents in October and increased to one incident in April.

**STAR East Camp**

Mechanical restraint use was three incidents in October and zero incidents in April.

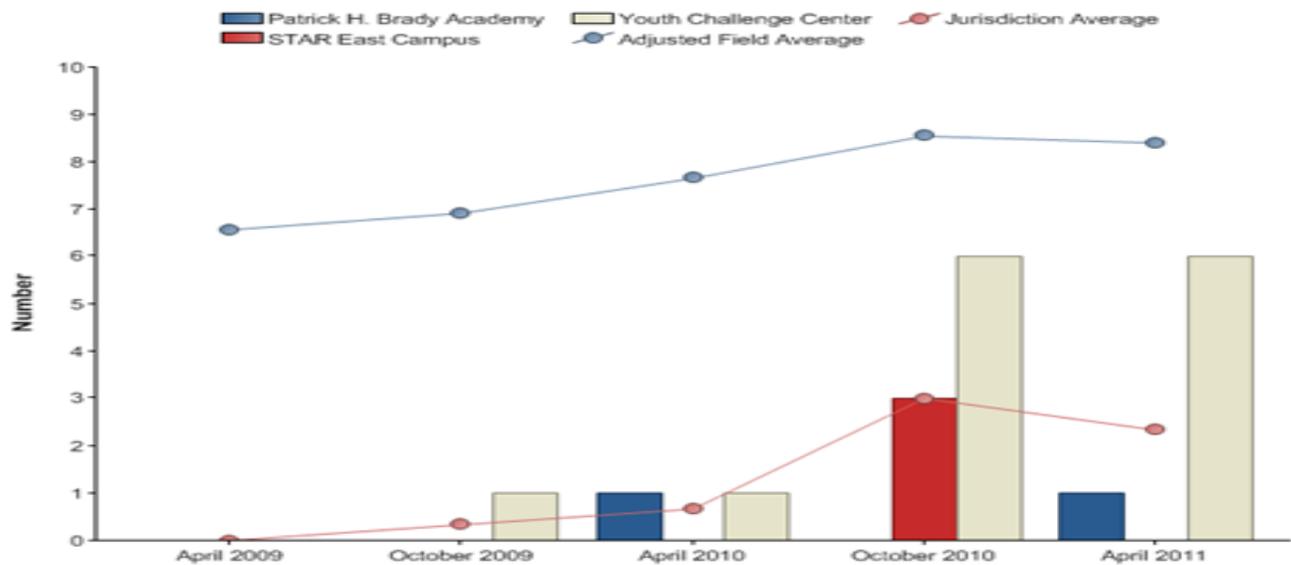
**Youth Challenge Center**

Mechanical restraint use was six incidents in October and six incidents in April.

**STAR PROGRAMS**

**Order 04**

Mechanical restraint use per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0}{1,308.00}$	$\frac{0}{1,506.00}$	$\frac{1}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{1}{1,068.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{3}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{1}{1,357.00}$	$\frac{1}{1,272.00}$	$\frac{6}{1,081.00}$	$\frac{6}{1,173.00}$
Adjusted Field Average	$\frac{6.56}{260,856.00}$	$\frac{6.91}{294,102.00}$	$\frac{7.65}{273,439.00}$	$\frac{8.54}{2,203.72}$	$\frac{8.40}{1,998.84}$
Jurisdiction Average	$\frac{0.00}{2,684.00}$	$\frac{0.33}{3,713.00}$	$\frac{0.67}{3,630.00}$	$\frac{3.00}{3,624.00}$	$\frac{2.33}{3,550.00}$

**Order 5 Restraints: Other**

**Other restraint use per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.09%.

**Brady Academy**

There have consistently been no incidents of other restraint use.

**STAR East Camp**

There have consistently been no incidents of other restraint use.

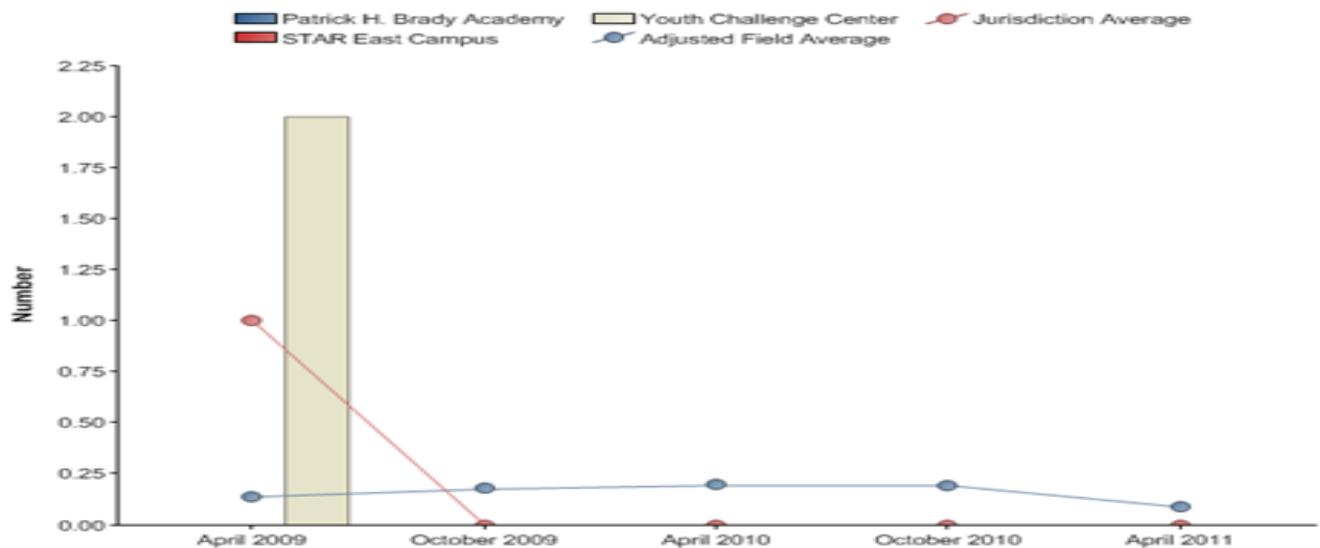
**Youth Challenge Center**

There have consistently been no incidents of other restraint use.

**STAR PROGRAMS**

**Order 05**

Other restraint use per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0 0.00 1,308.00	0 0.00 1,506.00	0 0.00 1,437.00	0 0.00 1,224.00	0 0.00 1,068.00
STAR East Campus		0 0.00 850.00	0 0.00 921.00	0 0.00 1,319.00	0 0.00 1,309.00
Youth Challenge Center	2 2.00 1,376.00	0 0.00 1,357.00	0 0.00 1,272.00	0 0.00 1,081.00	0 0.00 1,173.00
Adjusted Field Average	0.14 27.00 260,856.00	0.18 42.00 294,102.00	0.19 44.00 273,439.00	0.19 0.35 2,203.72	0.09 0.15 1,998.84
Jurisdiction Average	1.00 2.00 2,684.00	0.00 0.00 3,713.00	0.00 0.00 3,630.00	0.00 0.00 3,624.00	0.00 0.00 3,550.00

**Order 6 Restraints: Chemical**

**Chemical restraint use per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.16%.

**Brady Academy**

There have consistently been no incidents of chemical restraint use.

**STAR East Camp**

There have consistently been no incidents of chemical restraint use.

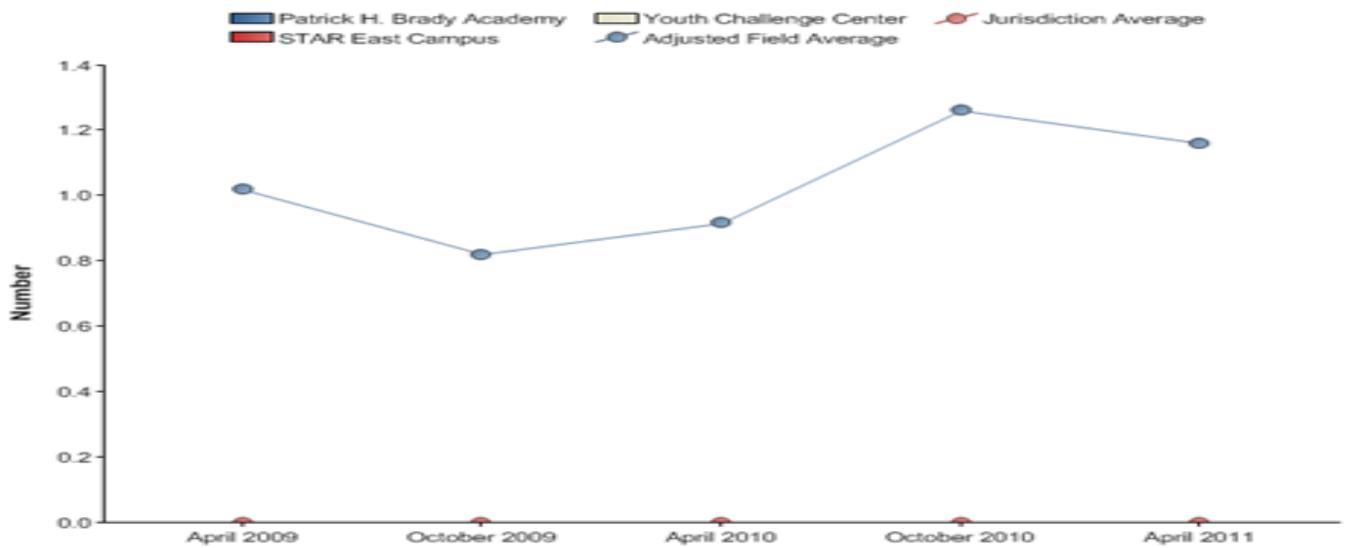
**Youth Challenge Center**

There have consistently been no incidents of chemical restraint use.

**STAR PROGRAMS**

**Order 06**

Chemical restraint use per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0 0.00 1,308.00	0 0.00 1,506.00	0 0.00 1,437.00	0 0.00 1,224.00	0 0.00 1,068.00
STAR East Campus		0 0.00 850.00	0 0.00 921.00	0 0.00 1,319.00	0 0.00 1,309.00
Youth Challenge Center	0 0.00 1,376.00	0 0.00 1,357.00	0 0.00 1,272.00	0 0.00 1,081.00	0 0.00 1,173.00
Adjusted Field Average	1.02 198.00 260,856.00	0.82 195.00 294,102.00	0.92 207.00 273,439.00	1.26 2.30 2,203.72	1.16 1.95 1,998.84
Jurisdiction Average	0.00 0.00 2,624.00	0.00 0.00 3,713.00	0.00 0.00 3,630.00	0.00 0.00 3,624.00	0.00 0.00 3,550.00

**Order 7 Restraints: Chair/Bed**

**Restraint chair or restraint bed use per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.08%.

**Brady Academy**

Restraint chair/restraint bed use remains at zero for all data collections to date.

**STAR East Camp**

Restraint chair/restraint bed use remains at zero for all data collections to date.

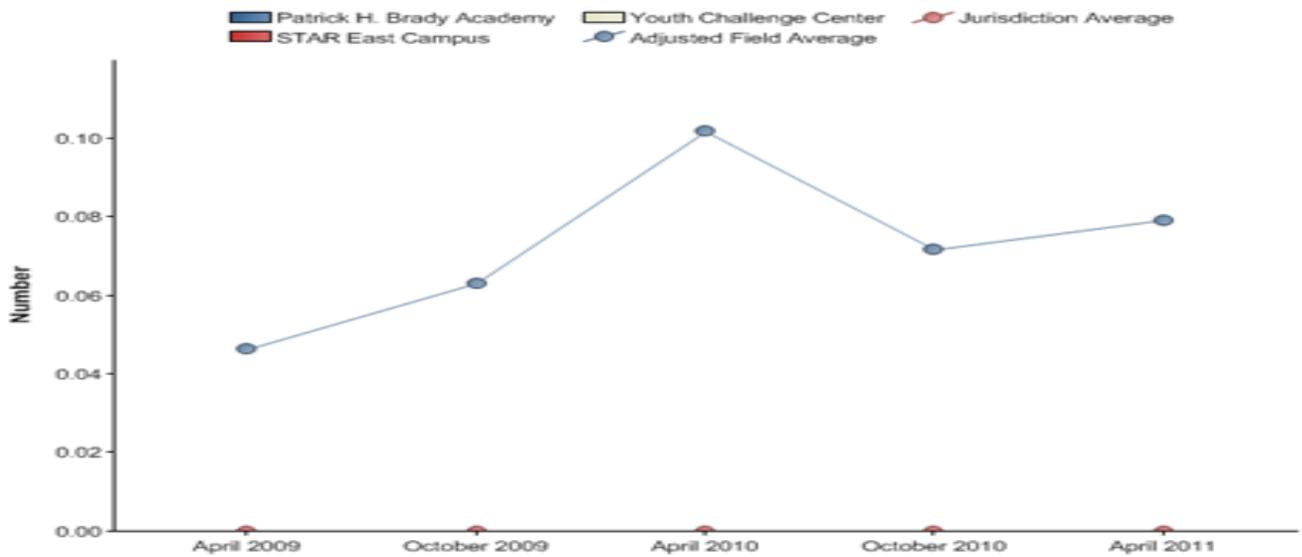
**Youth Challenge Center**

Restraint chair/restraint bed use remains at zero for all data collections to date.

**STAR PROGRAMS**

**Order 07**

Restraint chair or restraint bed use per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0}{1,308.00}$	$\frac{0}{1,506.00}$	$\frac{0}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{0}{1,088.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{0}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{0}{1,357.00}$	$\frac{0}{1,272.00}$	$\frac{0}{1,081.00}$	$\frac{0}{1,173.00}$
Adjusted Field Average	$\frac{0.05}{260,856.00}$	$\frac{0.06}{294,102.00}$	$\frac{0.10}{273,439.00}$	$\frac{0.07}{2,203.72}$	$\frac{0.08}{1,998.84}$
Jurisdiction Average	$\frac{0.00}{2,684.00}$	$\frac{0.00}{3,713.00}$	$\frac{0.00}{3,630.00}$	$\frac{0.00}{3,624.00}$	$\frac{0.00}{3,550.00}$

**Order 8 Confinement: Isolation/Room**

**Use of isolation and room confinement and segregation/special management unit use per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 4.0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 31.86%.

**Brady Academy**

In October, use of isolation and room confinement was one incident per 100 person days of youth confinement and five incidents in April.

**STAR East Camp**

In October, use of isolation and room confinement was three incidents per 100 person days of youth confinement and zero incidents in April.

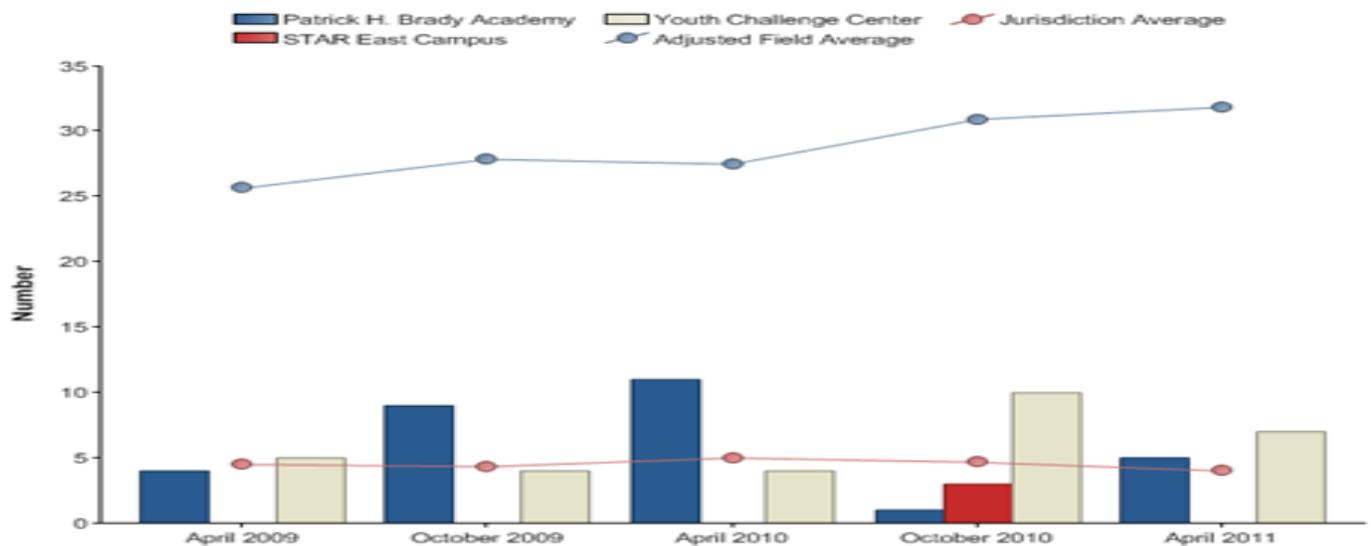
**Youth Challenge Center**

In October, use of isolation and room confinement was ten incidents per 100 person days of youth confinement and seven incidents in April.

**STAR PROGRAMS**

**Order 08**

Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{4}{4.00}$ 1,308.00	$\frac{9}{9.00}$ 1,506.00	$\frac{11}{11.00}$ 1,437.00	$\frac{1}{1.00}$ 1,224.00	$\frac{5}{5.00}$ 1,068.00
STAR East Campus		$\frac{0}{0.00}$ 850.00	$\frac{0}{0.00}$ 921.00	$\frac{3}{3.00}$ 1,319.00	$\frac{0}{0.00}$ 1,309.00
Youth Challenge Center	$\frac{5}{5.00}$ 1,376.00	$\frac{4}{4.00}$ 1,357.00	$\frac{4}{4.00}$ 1,272.00	$\frac{10}{10.00}$ 1,061.00	$\frac{7}{7.00}$ 1,173.00
Adjusted Field Average	$\frac{25.66}{4,987.00}$ 260,856.00	$\frac{27.87}{6,623.00}$ 294,102.00	$\frac{27.49}{6,213.00}$ 273,439.00	$\frac{30.92}{56.41}$ 2,203.72	$\frac{31.86}{53.81}$ 1,998.84
Jurisdiction Average	$\frac{4.50}{9.00}$ 2,684.00	$\frac{4.33}{13.00}$ 3,713.00	$\frac{5.00}{15.00}$ 3,630.00	$\frac{4.67}{14.00}$ 3,624.00	$\frac{4.00}{12.00}$ 3,550.00

**Order 9 Confinement:**

Average duration of isolation and room confinement and segregation/special management unit in hours.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 11.23%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 20.91%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2005 and has been deemed successful and formally closed. October 2009, Brady Academy re-opened this FIP along with Order 10 and Order 11. See details on Order 11.

**Brady Academy**

Average duration of isolation and room confinement in hours for October was 4.48 hours and 15.0 hours for April.

**STAR East Camp**

Average duration of isolation and room confinement in hours for October was 19.43 hours and zero hours for April.

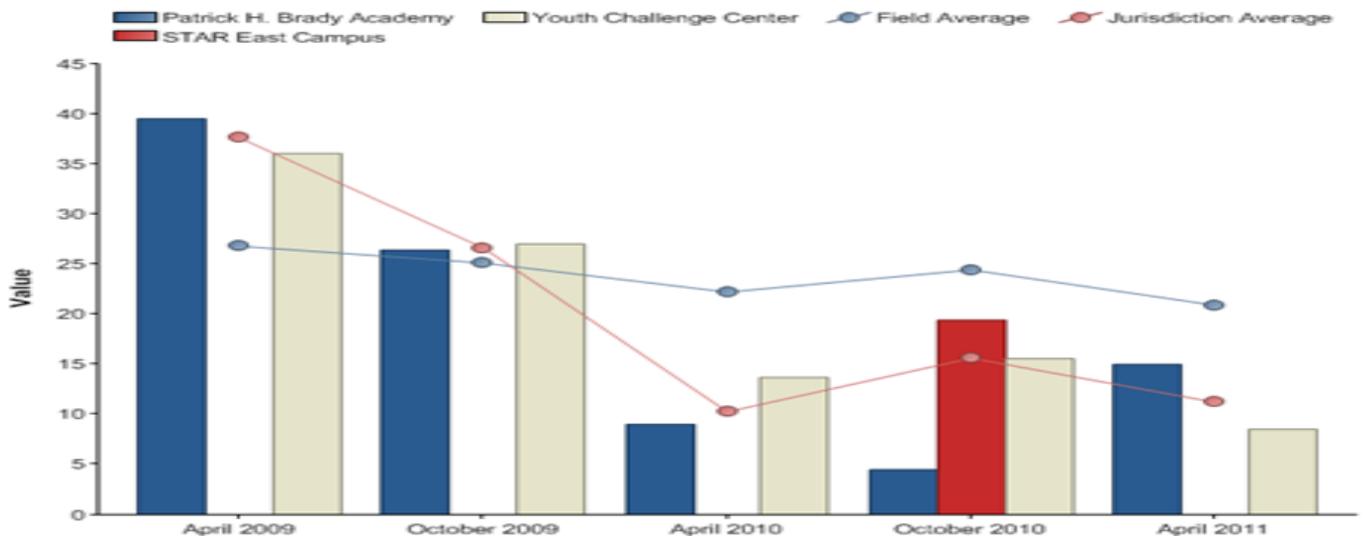
**Youth Challenge Center**

Average duration of isolation and room confinement in hours for October was 15.60 hours and 8.54 hours for April.

**STAR PROGRAMS**

**Order 09**

Average duration of isolation, room confinement, and segregation/special management in hours.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>39.52</b> 158.07 4.00	<b>26.42</b> 237.78 9.00	<b>9.02</b> 99.22 11.00	<b>4.48</b> 4.48 1.00	<b>15.00</b> 75.00 5.00
<b>STAR East Campus</b>		<b>0.00</b> 0.00 0.00	<b>0.00</b> 0.00 0.00	<b>19.43</b> 58.28 3.00	<b>0.00</b> 0.00 0.00
<b>Youth Challenge Center</b>	<b>36.04</b> 180.20 5.00	<b>27.00</b> 108.00 4.00	<b>13.71</b> 54.83 4.00	<b>15.60</b> 155.95 10.00	<b>8.54</b> 59.77 7.00
<b>Field Average</b>	<b>26.79</b> 131,456.72 4,907.00	<b>25.12</b> 162,455.50 6,467.00	<b>22.21</b> 135,904.97 6,118.00	<b>24.43</b> 1,345.92 55.08	<b>20.91</b> 1,100.66 52.65
<b>Jurisdiction Average</b>	<b>37.59</b> 338.27 9.00	<b>26.60</b> 345.78 13.00	<b>10.27</b> 154.05 15.00	<b>15.62</b> 218.72 14.00	<b>11.23</b> 134.77 12.00

**Order 10 Confinement: Termination Time 4 hours or less**

**Percent of isolation or room confinement and segregation/special management unit cases terminated in four hours or less.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 33.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 66.23%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2009 along with Order 9 and Order 11. See details on Order 11.

**Brady Academy**

Percent of isolation or room confinement terminated in four hours or less was zero percent for October and 20.0 percent for April.

**STAR East Camp**

Percent of isolation or room confinement terminated in four hours or less is zero percent for October and April.

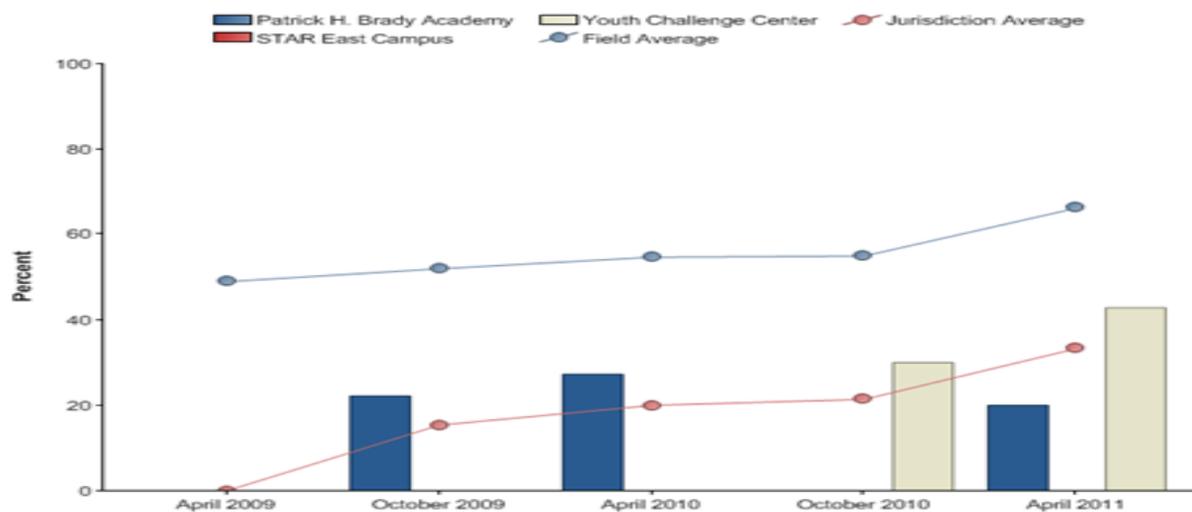
**Youth Challenge Center**

Percent of isolation or room confinement terminated in four hours or less was 30.0 percent for October and 43.0 percent in April.

**STAR PROGRAMS**

**Order 10**

Percent of isolation, room confinement, and segregation/special management unit cases terminated in four hours or less.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0%</b> 0.00 4.00	<b>22%</b> 2.00 9.00	<b>27%</b> 3.00 11.00	<b>0%</b> 0.00 1.00	<b>20%</b> 1.00 5.00
<b>STAR East Campus</b>	<b>0%</b> 0.00 0.00	<b>0%</b> 0.00 0.00	<b>0%</b> 0.00 0.00	<b>0%</b> 0.00 3.00	<b>0%</b> 0.00 0.00
<b>Youth Challenge Center</b>	<b>0%</b> 0.00 5.00	<b>0%</b> 0.00 4.00	<b>0%</b> 0.00 4.00	<b>30%</b> 3.00 10.00	<b>43%</b> 3.00 7.00
<b>Field Average</b>	<b>48.97%</b> 2,403.00 4,907.00	<b>52.00%</b> 3,383.00 6,467.00	<b>54.71%</b> 3,347.00 6,118.00	<b>54.99%</b> 30.29 55.08	<b>66.23%</b> 34.87 52.65
<b>Jurisdiction Average</b>	<b>0.00%</b> 0.00 9.00	<b>15.38%</b> 2.00 13.00	<b>20.00%</b> 3.00 15.00	<b>21.43%</b> 3.00 14.00	<b>33.33%</b> 4.00 12.00

**Order 11 Confinement: Termination time 8 hours or less**

**Percent of isolation or room confinement and segregation/special management unit cases terminated in eight hours or less.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 41.67%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 69.97%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2009 along with Order 9 and Order 10. See details below.

**Youth Challenge Center**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April '10 along with Order 10. See details below.

**Brady Academy**

Percent of isolation or room confinement terminated in eight hours or less was 100.00 percent for October and 20.0 percent for April.

**STAR East Camp**

Percent of isolation or room confinement terminated in eight hours or less is zero percent for October and April.

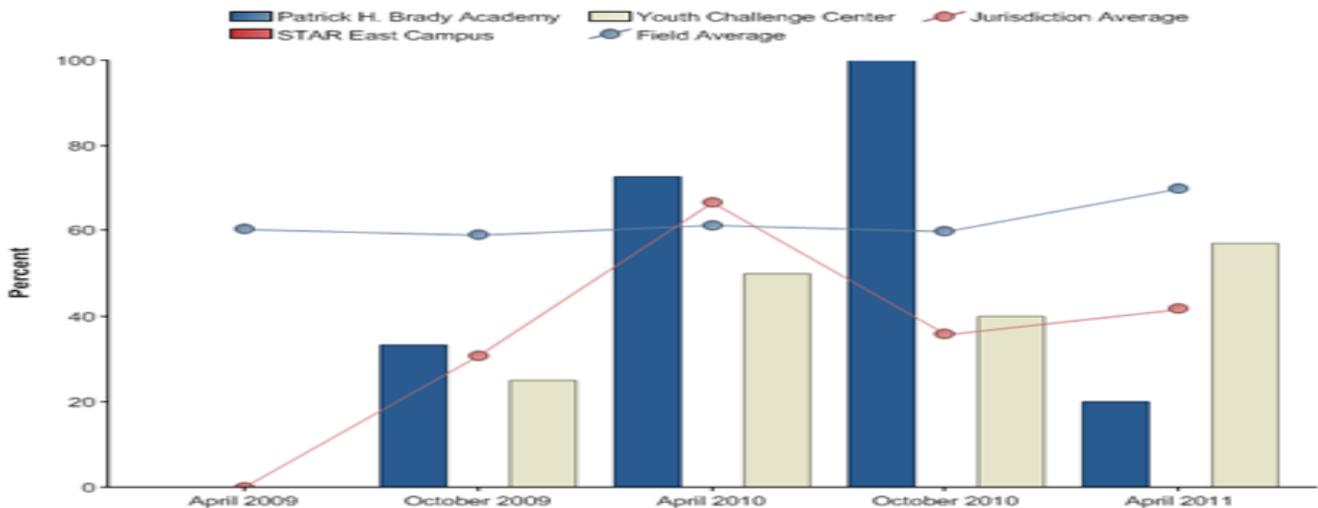
**Youth Challenge Center**

Percent of isolation or room confinement terminated in eight hours or less was 40.0 percent for October and 57.0 percent for April.

**STAR PROGRAMS**

**Order 11**

Percent of isolation, room confinement, and segregation/special management unit cases terminated in eight hours or less.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0% 0.00 4.00	33% 3.00 9.00	73% 8.00 11.00	100% 1.00 1.00	20% 1.00 5.00
STAR East Campus		0% 0.00 0.00	0% 0.00 0.00	0% 0.00 3.00	0% 0.00 0.00
Youth Challenge Center	0% 0.00 5.00	25% 1.00 4.00	50% 2.00 4.00	40% 4.00 10.00	57% 4.00 7.00
Field Average	60.38% 2,963.00 4,907.00	59.02% 3,817.00 6,467.00	61.34% 3,753.00 6,118.00	59.87% 32.98 55.08	69.97% 36.83 52.65
Jurisdiction Average	0.00% 0.00 9.00	30.77% 4.00 13.00	66.67% 10.00 15.00	35.71% 5.00 14.00	41.67% 5.00 12.00

**Facility Improvement Plan for Brady Academy/ Youth Challenge Center**

<b>Outcome Measure</b>	<b>Program</b>	<b>Current Value</b>	<b>Average Value</b>	<b>Goal</b>
<b>Order 9- Average duration of isolation and room confinement and segregation/special management unit in hours.</b>	Brady Academy	<b>15</b>	<b>21</b>	<b>20</b>
<b>Order 10- Percent of isolation or room confinement and segregation/special management unit cases terminated in four hours or less.</b>	Brady Academy	<b>20</b>	<b>66</b>	<b>30</b>
	Youth Challenge	<b>43</b>	<b>66</b>	<b>35</b>
<b>Order 11- Percent of isolation or room confinement and segregation/special management unit cases terminated in eight hours or less.</b>	Brady Academy	<b>20</b>	<b>70</b>	<b>50</b>
	Youth Challenge	<b>57</b>	<b>70</b>	<b>60</b>

**PbS Facility Improvement Plan: 7 Action Step Improvement Process**

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

**Action Step 1: Analysis of Performance:** For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

**Action Step 2: Creating Buy In:** For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

**Action Step 3: Setting Outcome Measure Goal:** Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

**Action Step 4: Improvement Process Action Steps:** The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

**Action Step 5: Interim Measures:** The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

**Action Step 6: Sustaining Performance:** The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

**Action Step 7: Performance Recognition:** The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/kids.

**Order 12 Confinement: Isolation/Room**

**Number of idle hour's youth spends in their rooms or dorms not including 8 hours for sleeping.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.0%.

**Brady Academy**

Number of idle hour's youth spends in their rooms or dorms, not including 8 hours for sleep are zero percent for both data collections.

**STAR East Camp**

Number of idle hour's youth spends in their rooms or dorms not including 8 hours for sleep are zero percent for both data collections.

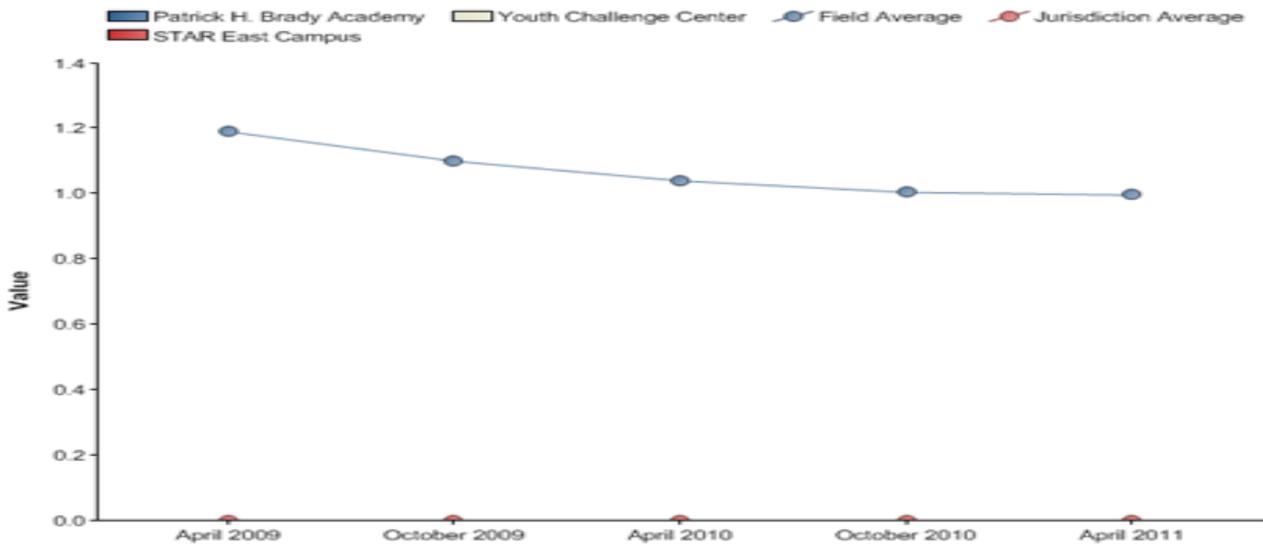
**Youth Challenge Center**

Number of idle hour's youth spends in their rooms or dorms not including 8 hours for sleep are zero percent for both data collections.

**STAR PROGRAMS**

**Order 12**

Average number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an average 24 hour period not including eight hours for sleeping.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$
STAR East Campus		$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$
Youth Challenge Center	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$	$\frac{0.00}{1.00}$
Field Average	$\frac{1.19}{1.00}$	$\frac{1.10}{1.00}$	$\frac{1.04}{1.00}$	$\frac{1.00}{1.00}$	$\frac{1.00}{1.00}$
Jurisdiction Average	$\frac{0.00}{2.00}$	$\frac{0.00}{3.00}$	$\frac{0.00}{3.00}$	$\frac{0.00}{3.00}$	$\frac{0.00}{3.00}$



**Safety 1 Abuse or Neglect**

**Number of confirmed cases of abuse or neglect over the last six months per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.48%.

**Brady Academy**

Confirmed cases of abuse or neglect was zero in October and for April.

**STAR East Camp**

Confirmed cases of abuse or neglect was one in October and zero in April.

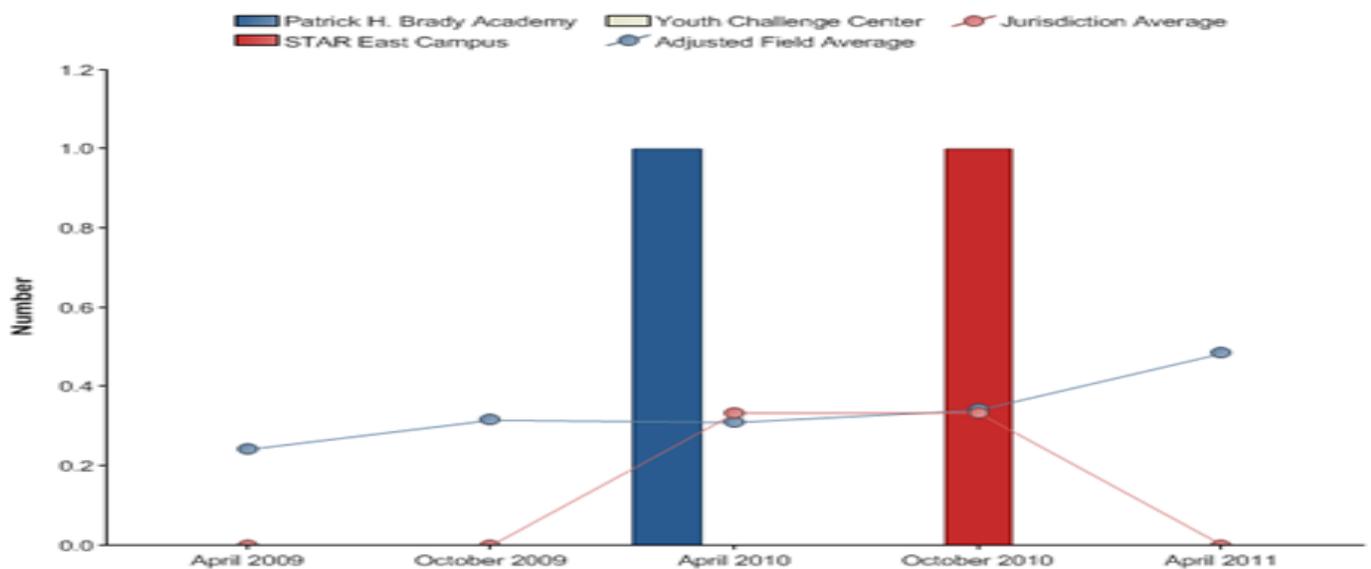
**Youth Challenge Center**

Confirmed cases of abuse or neglect has been zero for all data collections.

**STAR PROGRAMS**

**Safety 01**

Confirmed cases of abuse or neglect over the last six months per 100 days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0</b> 0.00 1,308.00	<b>0</b> 0.00 1,506.00	<b>1</b> 1.00 1,437.00	<b>0</b> 0.00 1,224.00	<b>0</b> 0.00 1,068.00
<b>STAR East Campus</b>		<b>0</b> 0.00 850.00	<b>0</b> 0.00 921.00	<b>1</b> 1.00 1,319.00	<b>0</b> 0.00 1,309.00
<b>Youth Challenge Center</b>	<b>0</b> 0.00 1,376.00	<b>0</b> 0.00 1,357.00	<b>0</b> 0.00 1,272.00	<b>0</b> 0.00 1,081.00	<b>0</b> 0.00 1,173.00
<b>Adjusted Field Average</b>	<b>0.24</b> 47.00 260,856.00	<b>0.32</b> 75.00 294,102.00	<b>0.31</b> 70.00 273,439.00	<b>0.34</b> 60.00 2,141.67	<b>0.48</b> 0.79 1,941.29
<b>Jurisdiction Average</b>	<b>0.00</b> 0.00 2,684.00	<b>0.00</b> 0.00 3,713.00	<b>0.33</b> 1.00 3,630.00	<b>0.33</b> 1.00 3,624.00	<b>0.00</b> 0.00 3,560.00

**Safety 2 Injuries: Youth**

Injuries to youth per 100 person days of youth confinement.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 6.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 7.10%.

**Brady Academy**

A FIP was developed for this OM April '11 and is currently in progress. See details below.

**STAR East Camp**

A FIP was developed for this OM October '09 and is currently in progress. See details below.

**Youth Challenge Center**

A FIP was developed for this OM in October 2002 and has been deemed successful and closed.

**Brady Academy**

Injuries to youth per 100 person days were zero incidents for the October data collection. In April the number of reported injuries was ten.

**STAR East Camp**

Injuries to youth per 100 person days were 11 incidents for the October data collection. In April the number of injuries was two.

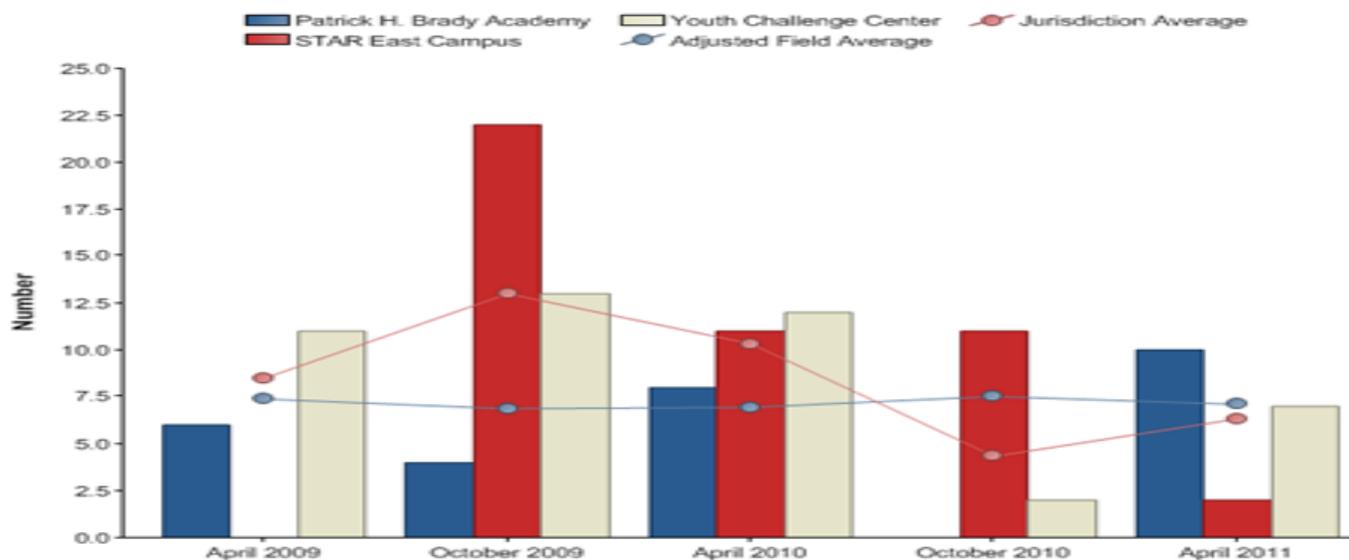
**Youth Challenge Center**

Injuries to youth per 100 person days were two incidents for the October data collection. In April the number of reported injuries was seven.

**STAR PROGRAMS**

**Safety 02**

Injuries to youths per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	6 6.00 1,308.00	4 4.00 1,506.00	8 8.00 1,437.00	0 0.00 1,224.00	10 10.00 1,068.00
STAR East Campus		22 22.00 850.00	11 11.00 921.00	11 11.00 1,319.00	2 2.00 1,309.00
Youth Challenge Center	11 11.00 1,376.00	13 13.00 1,357.00	12 12.00 1,272.00	2 2.00 1,081.00	7 7.00 1,173.00
Adjusted Field Average	7.39 1,436.00 260,856.00	6.87 1,633.00 294,102.00	6.95 1,570.00 273,439.00	7.53 13.73 2,203.72	7.10 12.00 1,998.84
Jurisdiction Average	8.50 17.00 2,684.00	13.00 39.00 3,713.00	10.33 31.00 3,630.00	4.33 13.00 3,624.00	6.33 19.00 3,550.00

**Facility Improvement Plan for STAR East Camp/ Brady Academy Safety 2**

Outcome Measure	Program	Current Value	Average Value	Goal
Safety 2- Injuries to Youth	Brady Academy	10	7	5
	East Campus	2	7	9

**PbS Facility Improvement Plan: 7 Action Step Improvement Process**

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

**Action Step 1: Analysis of Performance:** For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

**Action Step 2: Creating Buy In:** For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

**Action Step 3: Setting Outcome Measure Goal:** Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

**Action Step 4: Improvement Process Action Steps:** The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

**Action Step 5: Interim Measures:** The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

**Action Step 6: Sustaining Performance:** The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

**Action Step 7: Performance Recognition:** The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

**Safety 3 Injuries: Staff**

**Injuries to staff per 100 staff days of employment.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.25%.

**Brady Academy**

Reported injuries to staff was zero in October and one injury in April.

**STAR East Camp**

Reported injuries to staff have consistently been zero for all data collections to date.

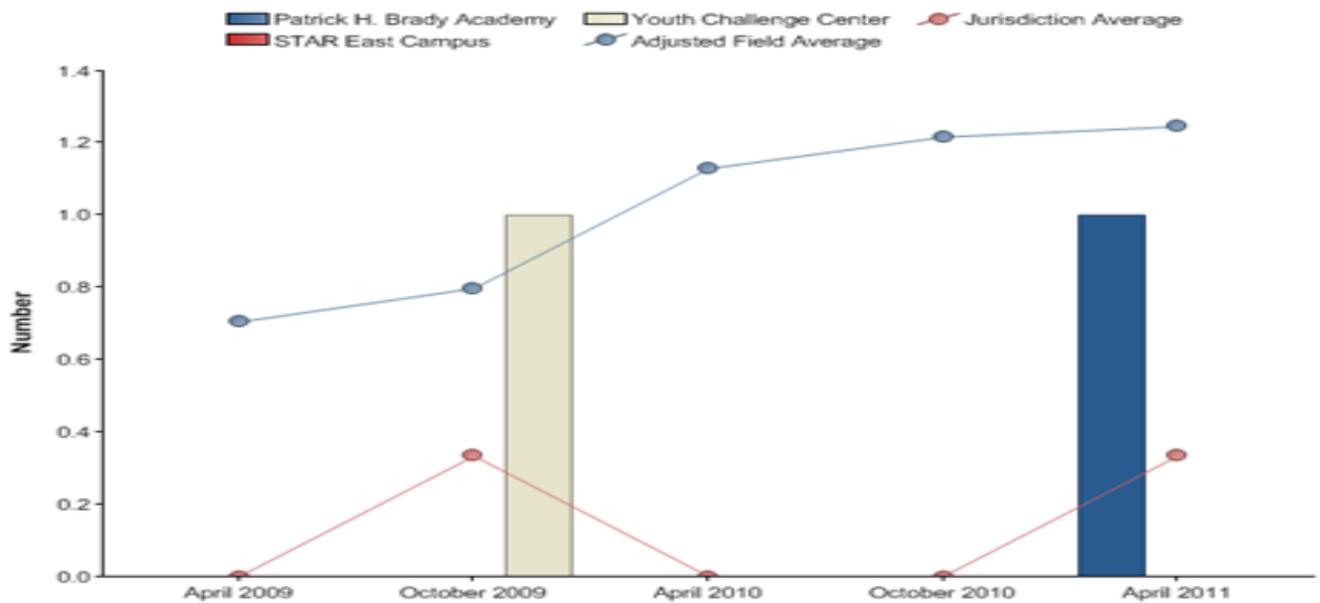
**Youth Challenge Center**

Reported injuries to staff were zero in October and in April.

**STAR PROGRAMS**

**Safety 03**

Injuries to staff per 100 staff-days of employment.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0 0.00 845.69	0 0.00 1,094.61	0 0.00 1,136.04	0 0.00 1,152.39	1 1.00 1,110.25
STAR East Campus		0 0.00 965.10	0 0.00 992.88	0 0.00 967.22	0 0.00 927.81
Youth Challenge Center	0 0.00 857.19	1 1.00 1,121.10	0 0.00 1,162.05	0 0.00 1,212.08	0 0.00 1,149.75
Adjusted Field Average	0.70 160.00 193,273.16	0.80 166.00 220,689.05	1.13 219.00 212,778.00	1.22 1.39 1,727.21	1.25 1.36 1,585.34
Jurisdiction Average	0.00 0.00 1,702.88	0.33 1.00 3,180.81	0.00 0.00 3,290.96	0.00 0.00 3,331.68	0.33 1.00 3,187.81

**Safety 4 Injuries youth by youths**

**Injuries to youth by other youth per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.96%.

**Brady Academy**

Injuries to youth by other youth per 100 person days of confinement remained at zero incidents for both data collections.

**STAR East Camp**

Injuries to youth by other youth per 100 person days of confinement remained at zero incidents for both data collections.

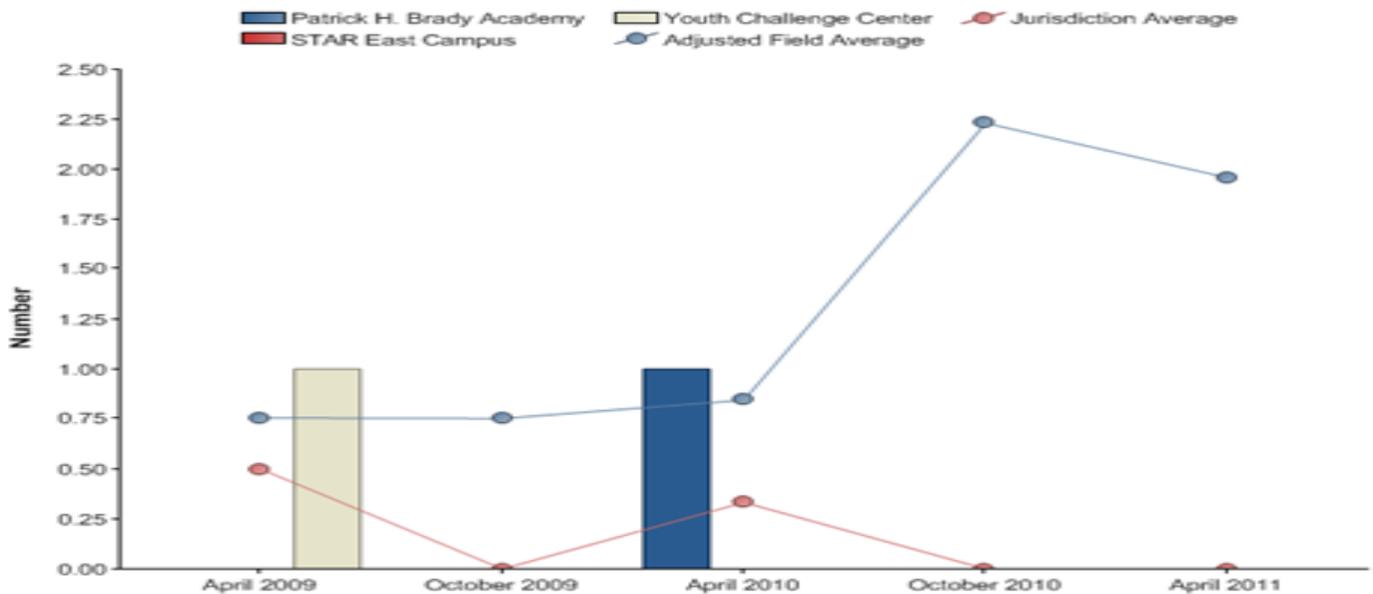
**Youth Challenge Center**

Injuries to youth by other youth per 100 person days of confinement remained at zero incidents for both data collections.

**STAR PROGRAMS**

**Safety 04**

Injuries to youths by other youths per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0 0.00 1,308.00	0 0.00 1,506.00	1 1.00 1,437.00	0 0.00 1,224.00	0 0.00 1,068.00
STAR East Campus		0 0.00 850.00	0 0.00 921.00	0 0.00 1,319.00	0 0.00 1,309.00
Youth Challenge Center	1 1.00 1,378.00	0 0.00 1,357.00	0 0.00 1,272.00	0 0.00 1,081.00	0 0.00 1,173.00
Adjusted Field Average	0.76 147.00 260,856.00	0.75 179.00 294,102.00	0.85 191.00 273,439.00	2.23 4.07 2,203.72	1.96 3.31 1,998.84
Jurisdiction Average	0.50 1.00 2,684.00	0.00 0.00 3,713.00	0.33 1.00 3,630.00	0.00 0.00 3,624.00	0.00 0.00 3,550.00

**Safety 5 Injuries: Youth by Staff**

**Injuries to youth by staff per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.79%.

**Brady Academy**

Injuries to youth by staff have remained at zero for all data collections.

**STAR East Camp**

Injuries to youth by staff have remained at zero for all data collections.

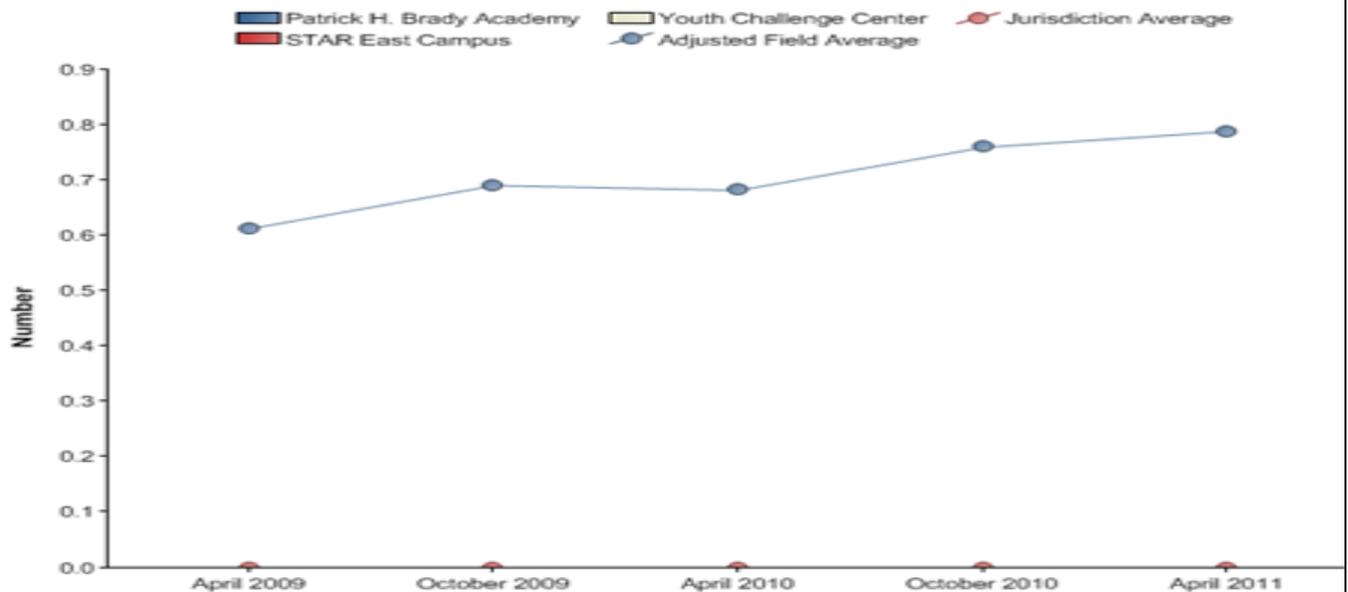
**Youth Challenge Center**

Injuries to youth by staff have remained at zero for all data collections.

**STAR PROGRAMS**

**Safety 05**

Injuries to youths by staff per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0}{1,308.00}$	$\frac{0}{1,506.00}$	$\frac{0}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{0}{1,068.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{0}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{0}{1,357.00}$	$\frac{0}{1,272.00}$	$\frac{0}{1,081.00}$	$\frac{0}{1,173.00}$
Adjusted Field Average	$\frac{0.61}{260,856.00}$	$\frac{0.69}{294,102.00}$	$\frac{0.68}{273,439.00}$	$\frac{0.76}{2,203.72}$	$\frac{0.79}{1,998.84}$
Jurisdiction Average	$\frac{0.00}{2,684.00}$	$\frac{0.00}{3,713.00}$	$\frac{0.00}{3,630.00}$	$\frac{0.00}{3,624.00}$	$\frac{0.00}{3,550.00}$

**Safety 6 Suicidal Behavior: With Injuries**

**Suicidal behavior with injury by youth per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.26%.

**Brady Academy**

Suicidal behavior with injury by youth remained at zero for October and April.

**STAR East Campus**

Suicidal behavior with injury by youth was zero for October and April.

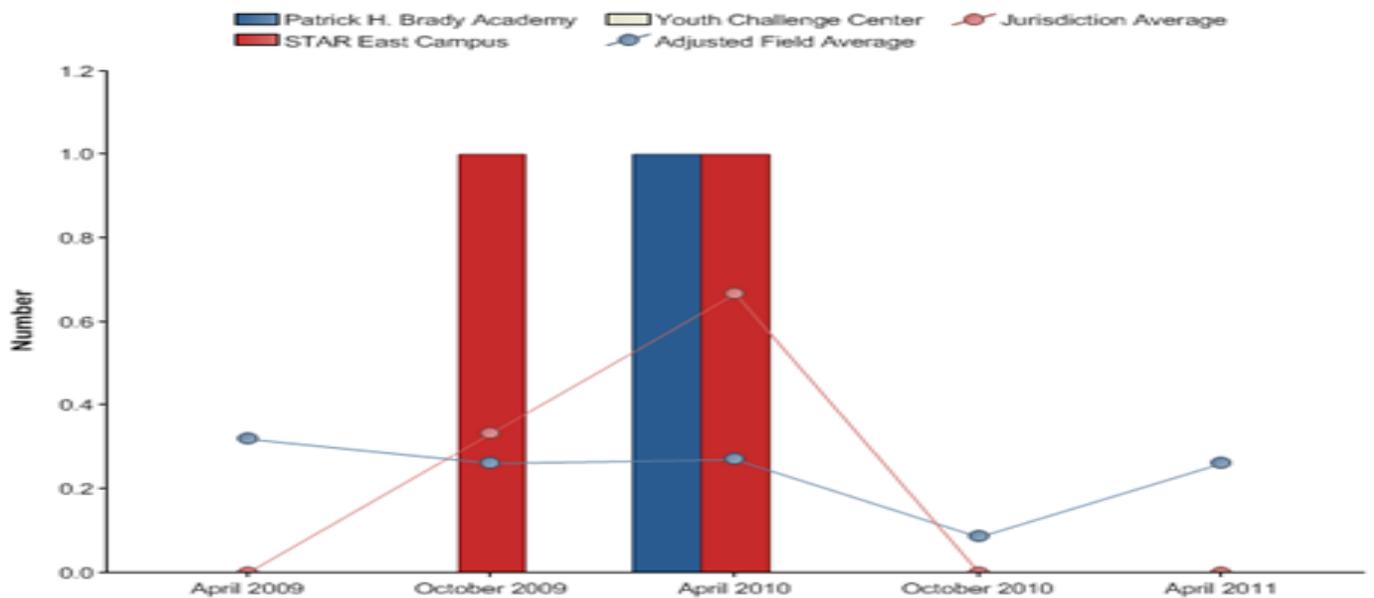
**Youth Challenge Center**

Suicidal behavior with injury by youth remains at zero for October and April data collections.

**STAR PROGRAMS**

**Safety 06**

Suicidal behavior with injury by youths per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0</b> 0.00 1,308.00	<b>0</b> 0.00 1,506.00	<b>1</b> 1.00 1,437.00	<b>0</b> 0.00 1,224.00	<b>0</b> 0.00 1,068.00
<b>STAR East Campus</b>		<b>1</b> 1.00 850.00	<b>1</b> 1.00 921.00	<b>0</b> 0.00 1,319.00	<b>0</b> 0.00 1,309.00
<b>Youth Challenge Center</b>	<b>0</b> 0.00 1,378.00	<b>0</b> 0.00 1,357.00	<b>0</b> 0.00 1,272.00	<b>0</b> 0.00 1,081.00	<b>0</b> 0.00 1,173.00
<b>Adjusted Field Average</b>	<b>0.32</b> 62.00 260,856.00	<b>0.26</b> 62.00 294,102.00	<b>0.27</b> 61.00 273,439.00	<b>0.08</b> 0.15 2,203.72	<b>0.26</b> 0.44 1,998.84
<b>Jurisdiction Average</b>	<b>0.00</b> 0.00 2,684.00	<b>0.33</b> 1.00 3,713.00	<b>0.67</b> 2.00 3,630.00	<b>0.00</b> 0.00 3,624.00	<b>0.00</b> 0.00 3,550.00

**Safety 7 Suicidal Behavior: Without Injuries**

**Suicidal behavior without injury by youth per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.55%.

**Brady Academy**

Suicidal behavior without injury by youth is zero incidents for October and one incident in April.

**STAR East Camp**

Suicidal behavior without injury by youth is zero incidents for October and April data collections.

**Youth Challenge Center**

Suicidal behavior without injury by youth was zero for October and one zero incident for the April data collection.

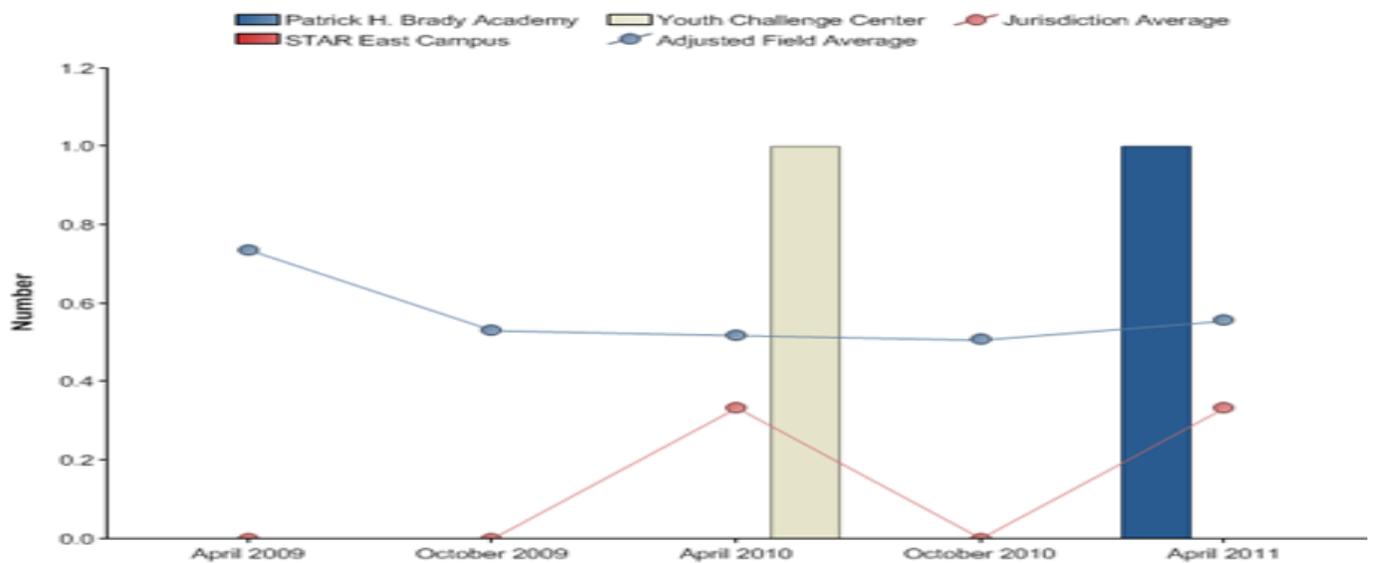
**Youth Challenge Center**

A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

**STAR PROGRAMS**

**Safety 07**

Suicidal behavior without injury by youths per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0 0.00 1,308.00	0 0.00 1,506.00	0 0.00 1,437.00	0 0.00 1,224.00	1 1.00 1,068.00
STAR East Campus		0 0.00 850.00	0 0.00 921.00	0 0.00 1,319.00	0 0.00 1,309.00
Youth Challenge Center	0 0.00 1,378.00	0 0.00 1,357.00	1 1.00 1,272.00	0 0.00 1,081.00	0 0.00 1,173.00
Adjusted Field Average	0.74 143.00 260,856.00	0.53 126.00 294,102.00	0.52 117.00 273,439.00	0.51 0.92 2,203.72	0.55 0.94 1,998.84
Jurisdiction Average	0.00 0.00 2,684.00	0.00 0.00 3,713.00	0.33 1.00 3,630.00	0.00 0.00 3,624.00	0.33 1.00 3,550.00

**Safety 8 Design Capacity:**

**Percent of days during the data collection month when the population exceeded design capacity by 10 percent or more.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.65%.

**Brady Academy**

Percent of days during the assessment period when the population exceeded design capacity by 10 percent or more is again zero for October and April.

**STAR East Camp**

Percent of days during the assessment period when the population exceeded design capacity by 10 percent or more is again zero for October and April.

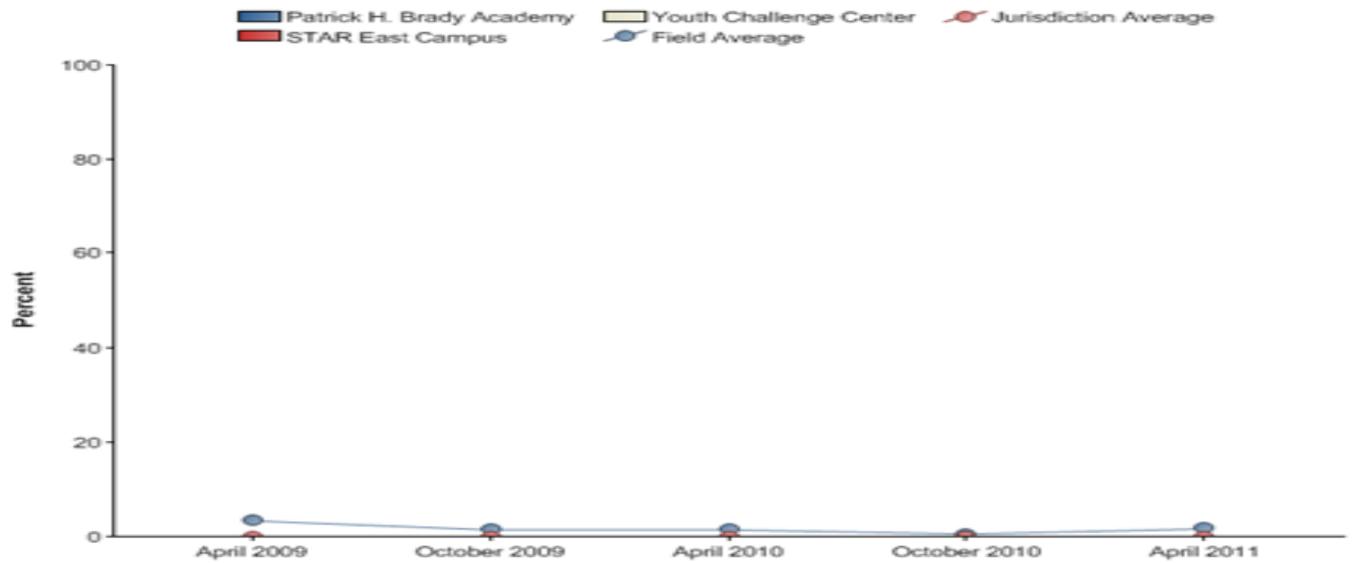
**Youth Challenge Center**

Percent of days during the assessment period when the population exceeded design capacity by 10 percent or more is again zero for October and April.

**STAR PROGRAMS**

**Safety 08**

Percent of days during collection month when population exceeded design capacity by 10% or more.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0% 0.00 30.00	0% 0.00 31.00	0% 0.00 30.00	0% 0.00 31.00	0% 0.00 30.00
STAR East Campus		0% 0.00 31.00	0% 0.00 30.00	0% 0.00 31.00	0% 0.00 30.00
Youth Challenge Center	0% 0.00 30.00	0% 0.00 31.00	0% 0.00 30.00	0% 0.00 31.00	0% 0.00 30.00
Field Average	3.33% 99.00 2,970.00	1.42% 49.00 3,441.00	1.45% 49.00 3,390.00	0.53% 0.16 31.00	1.65% 0.50 30.00
Jurisdiction Average	0.00% 0.00 60.00	0.00% 0.00 93.00	0.00% 0.00 90.00	0.00% 0.00 93.00	0.00% 0.00 90.00

### Safety 9 Ratio: Direct Care Staff to Youth

Average ratio of direct care staff to youth for each day during the collection month.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 0.90%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 0.79%.

#### Brady Academy

A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed.

#### STAR East Camp

A FIP was developed for this OM in October '02 which has been deemed successful and formally closed.

#### Brady Academy

Average ratio of staff to youth in October was .94 percent and 1.04 percent in April.

#### STAR East Camp

Average ratio of staff to youth in October was .73 percent and .71 percent in April.

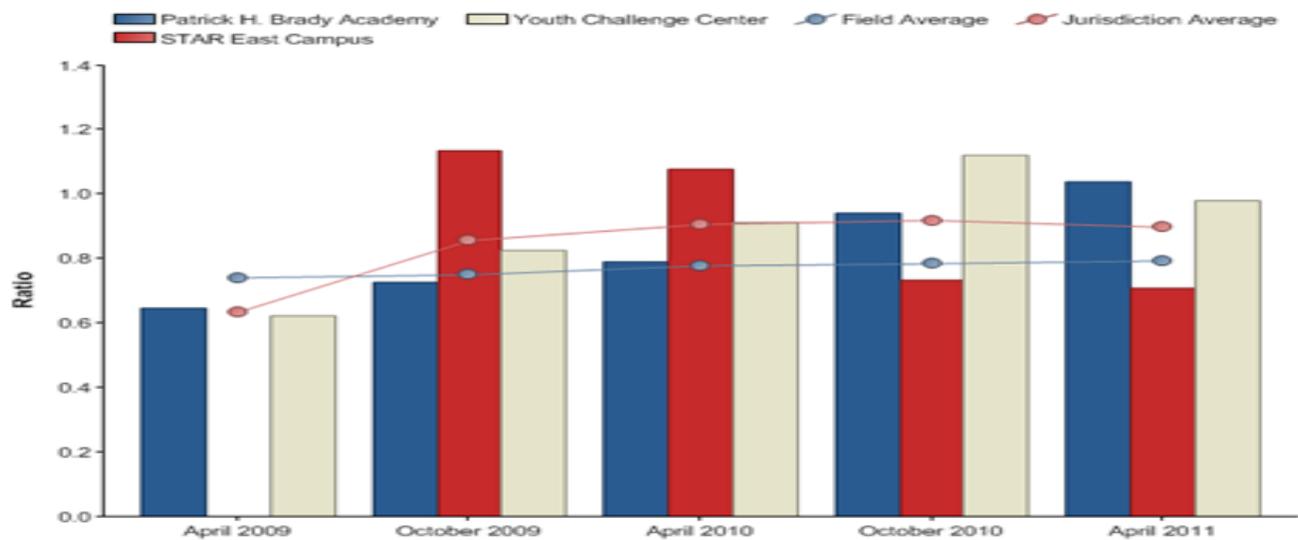
#### Youth Challenge Center

Average ratio of staff to youth in October was 1.12 percent and .98 percent in April.

## STAR PROGRAMS

### Safety 09

Average daily ratio of direct care staff to youth during the collection month.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0.65</b> 845.69 1,308.00	<b>0.73</b> 1,094.61 1,506.00	<b>0.79</b> 1,136.04 1,437.00	<b>0.94</b> 1,152.39 1,224.00	<b>1.04</b> 1,110.25 1,068.00
<b>STAR East Campus</b>		<b>1.14</b> 965.10 850.00	<b>1.08</b> 992.88 921.00	<b>0.73</b> 967.22 1,319.00	<b>0.71</b> 927.81 1,309.00
<b>Youth Challenge Center</b>	<b>0.62</b> 857.19 1,376.00	<b>0.83</b> 1,121.10 1,357.00	<b>0.91</b> 1,162.05 1,272.00	<b>1.12</b> 1,212.08 1,081.00	<b>0.98</b> 1,149.75 1,173.00
<b>Field Average</b>	<b>0.74</b> 193,273.16 260,856.00	<b>0.75</b> 220,699.05 294,102.00	<b>0.78</b> 212,778.00 273,439.00	<b>0.78</b> 1,680.50 2,141.67	<b>0.79</b> 1,540.78 1,941.29
<b>Jurisdiction Average</b>	<b>0.63</b> 1,702.88 2,684.00	<b>0.86</b> 3,180.81 3,713.00	<b>0.91</b> 3,290.96 3,630.00	<b>0.92</b> 3,331.68 3,624.00	<b>0.90</b> 3,187.81 3,550.00

**Safety 10 Injuries: Application of Physical/Mechanical Restraints**

**Youth injured during the application of physical and/or mechanical restraints per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.77%.

**Brady Academy**

Youth injured during the application of physical or mechanical restraints has continued to be zero for October and April data collections.

**STAR East Camp**

Youth injured during the application of physical or mechanical restraints has continued to be zero for October and April data collections.

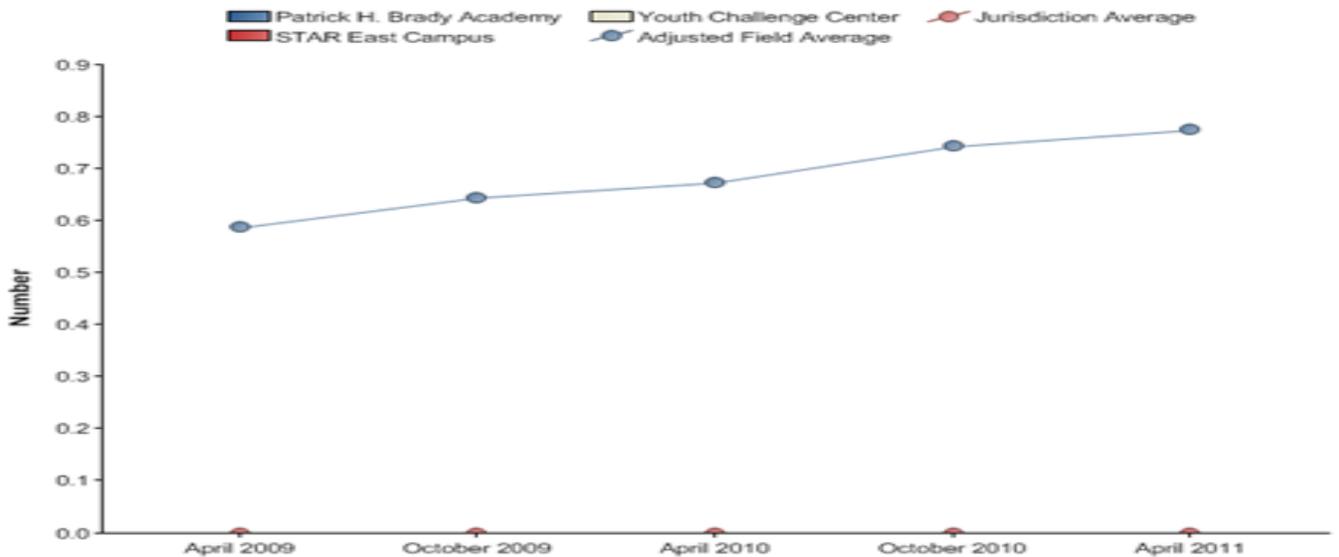
**Youth Challenge Center**

Youth injured during the application of physical or mechanical restraints has continued to be zero for October and April data collections.

**STAR PROGRAMS**

**Safety 10**

Youths injured during the application of physical and/or mechanical restraints per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0</b> 0.00 1,308.00	<b>0</b> 0.00 1,506.00	<b>0</b> 0.00 1,437.00	<b>0</b> 0.00 1,224.00	<b>0</b> 0.00 1,068.00
<b>STAR East Campus</b>		<b>0</b> 0.00 850.00	<b>0</b> 0.00 921.00	<b>0</b> 0.00 1,319.00	<b>0</b> 0.00 1,309.00
<b>Youth Challenge Center</b>	<b>0</b> 0.00 1,376.00	<b>0</b> 0.00 1,357.00	<b>0</b> 0.00 1,272.00	<b>0</b> 0.00 1,081.00	<b>0</b> 0.00 1,173.00
<b>Adjusted Field Average</b>	<b>0.59</b> 114.00 260,856.00	<b>0.64</b> 153.00 294,102.00	<b>0.67</b> 152.00 273,439.00	<b>0.74</b> 1.35 2,203.72	<b>0.77</b> 1.31 1,998.84
<b>Jurisdiction Average</b>	<b>0.00</b> 0.00 2,684.00	<b>0.00</b> 0.00 3,713.00	<b>0.00</b> 0.00 3,630.00	<b>0.00</b> 0.00 3,624.00	<b>0.00</b> 0.00 3,550.00

### Safety 11 Assaults: Youth

**Assaults on youth per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 1.0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 4.48%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2006 and has been deemed successful and formally closed.

**Youth Challenge Center**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2008 and has been deemed successful and formally closed

**Brady Academy**

Assaults on youth per 100 person days of youth confinement was zero in October and in April.

**STAR East Camp**

Assaults on youth per 100 person days of youth confinement was zero in October and in April.

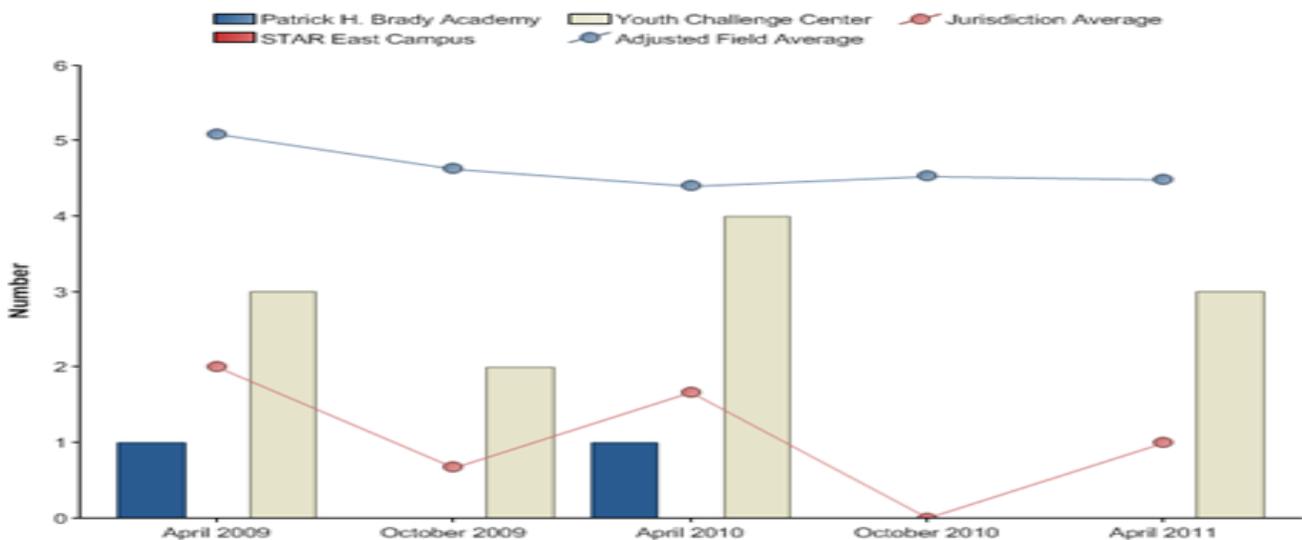
**Youth Challenge Center**

Assaults on youth per 100 person days of youth confinement was zero in October and increased to three incidents in April.

### STAR PROGRAMS

**Safety 11**

Assaults and fights on youth per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>1</b> 1.00 1,308.00	<b>0</b> 0.00 1,506.00	<b>1</b> 1.00 1,437.00	<b>0</b> 0.00 1,224.00	<b>0</b> 0.00 1,068.00
<b>STAR East Campus</b>		<b>0</b> 0.00 850.00	<b>0</b> 0.00 921.00	<b>0</b> 0.00 1,319.00	<b>0</b> 0.00 1,309.00
<b>Youth Challenge Center</b>	<b>3</b> 3.00 1,376.00	<b>2</b> 2.00 1,357.00	<b>4</b> 4.00 1,272.00	<b>0</b> 0.00 1,081.00	<b>3</b> 3.00 1,173.00
<b>Adjusted Field Average</b>	<b>5.09</b> 989.00 260,856.00	<b>4.62</b> 1,099.00 294,102.00	<b>4.40</b> 994.00 273,439.00	<b>4.53</b> 8.26 2,203.72	<b>4.48</b> 7.57 1,996.84
<b>Jurisdiction Average</b>	<b>2.00</b> 4.00 2,684.00	<b>0.67</b> 2.00 3,713.00	<b>1.67</b> 5.00 3,630.00	<b>0.00</b> 0.00 3,624.00	<b>1.00</b> 3.00 3,550.00

**Safety 12 Assaults: Staff**

**Assaults on staff per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.20%.

**Brady Academy**

Assaults on staff per 100 days of youth confinement was zero incidents for October and one incident in April.

**STAR East Camp**

Assaults on staff per 100 days of youth confinement remained at zero incidents for October and April.

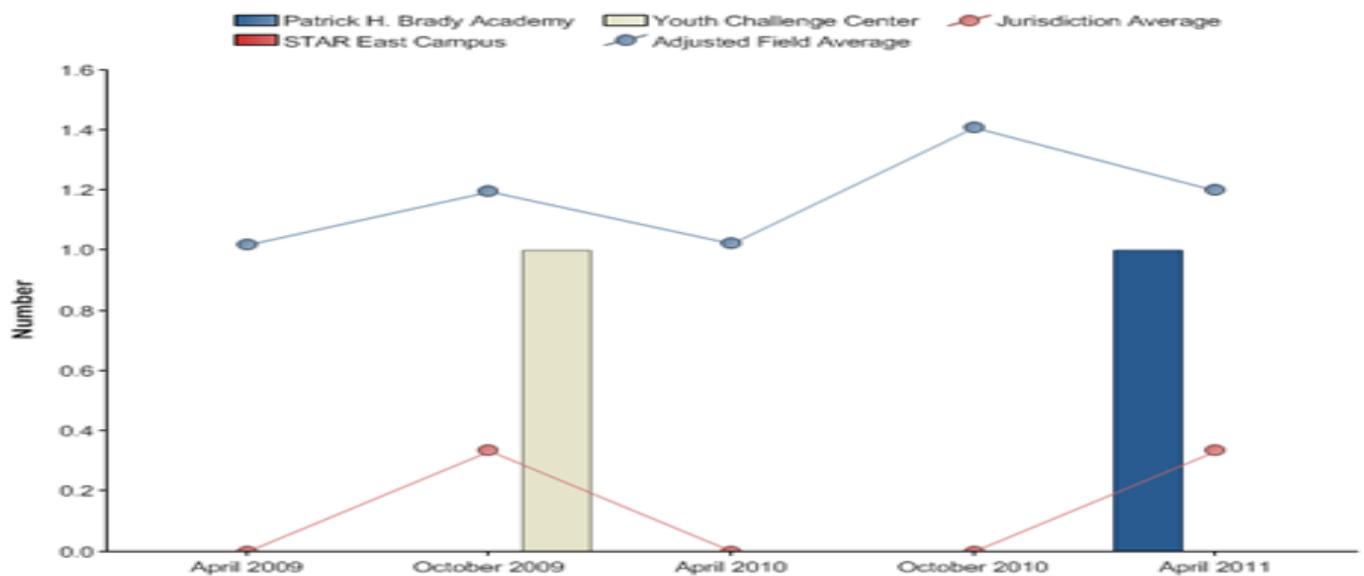
**Youth Challenge Center**

Assaults on staff per 100 days of youth confinement remained at zero incidents for October and April.

**STAR PROGRAMS**

**Safety 12**

Assaults on staff per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0}{1,308.00}$	$\frac{0}{1,506.00}$	$\frac{0}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{1}{1,068.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{0}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{1}{1,357.00}$	$\frac{0}{1,272.00}$	$\frac{0}{1,081.00}$	$\frac{0}{1,173.00}$
Adjusted Field Average	$\frac{1.02}{260,856.00}$	$\frac{1.20}{294,102.00}$	$\frac{1.02}{273,439.00}$	$\frac{1.41}{2,203.72}$	$\frac{1.20}{1,996.84}$
Jurisdiction Average	$\frac{0.00}{2,684.00}$	$\frac{0.33}{3,713.00}$	$\frac{0.00}{3,630.00}$	$\frac{0.00}{3,624.00}$	$\frac{0.33}{3,550.00}$

**Safety 13 Fear for Safety: Youth**

**Percent of interviewed youth who report that they fear for their safety.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 7.84%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 20.06%.

**Brady Academy**

A FIP was developed for this OM in May 2001 and April 2002. This FIP has been deemed successful and formally closed.

**STAR East Camp**

A FIP was developed for this OM in October 2002, 2004, and October 2008 which has been deemed successful and formally closed.

**Youth Challenge Center**

A FIP was developed for this OM in October 2002 and re-opened in October 2006.

**Brady Academy**

The percent of interviewed youth that report fearing for their safety was six percent in October and six percent in April.

**STAR East Camp**

The percent of interviewed youth that report fearing for their safety was fourteen percent in October and fourteen percent in April.

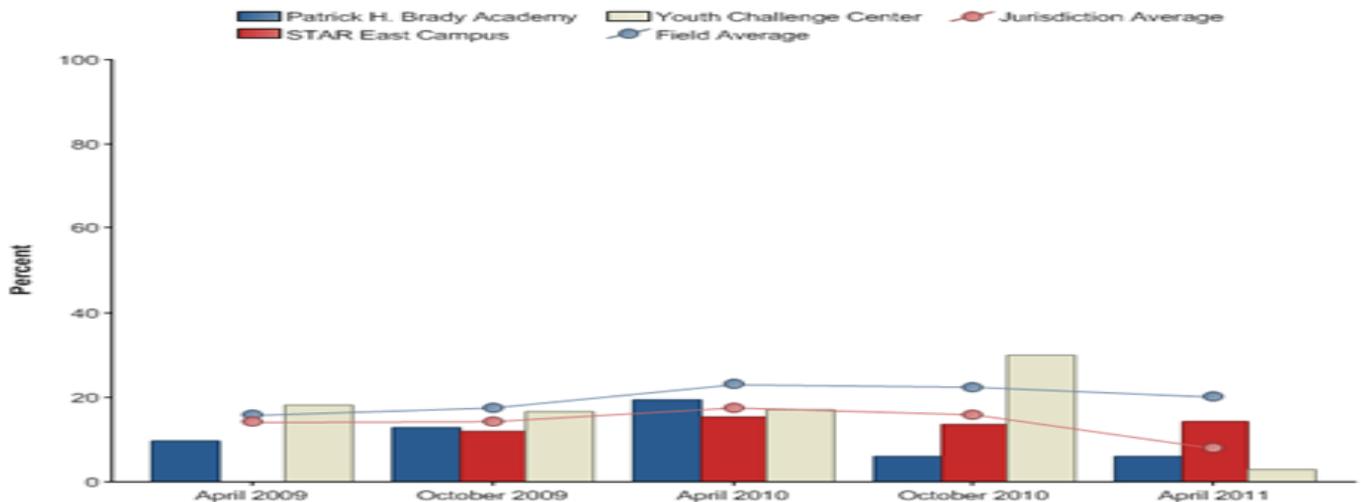
**Youth Challenge Center**

The percent of interviewed youth that report fearing for their safety was thirty percent in October and three percent in April.

**STAR PROGRAMS**

**Safety 13**

Percent of interviewed youths who report that they feared for their safety within the last six months...while at this facility.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	10% 3.00 / 31.00	13% 4.00 / 31.00	19% 7.00 / 36.00	6% 2.00 / 33.00	6% 2.00 / 33.00
STAR East Campus		12% 3.00 / 25.00	15% 4.00 / 26.00	14% 6.00 / 44.00	14% 5.00 / 35.00
Youth Challenge Center	18% 6.00 / 33.00	17% 7.00 / 42.00	17% 6.00 / 35.00	30% 9.00 / 30.00	3% 1.00 / 34.00
Field Average	15.73% 447.00 / 2,841.00	17.53% 585.00 / 3,337.00	23.02% 809.00 / 3,515.00	22.43% 6.03 / 27.12	20.06% 5.45 / 27.19
Jurisdiction Average	14.06% 9.00 / 64.00	14.29% 14.00 / 98.00	17.53% 17.00 / 97.00	15.89% 17.00 / 107.00	7.84% 8.00 / 102.00

**Safety 14 Fear for Safety: Staff**

**Percent of interviewed staff who report that they fear for their safety.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 8.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 23.01%.

**Brady Academy**

A FIP was developed for this OM in all STAR Academy Programs in April 2007. This (FIP) was deemed successful and currently closed.

**STAR East Camp**

A FIP was created for this OM in October 2005 and April 2007. This (FIP) was deemed successful and currently closed.

**Youth Challenge Center**

A FIP was developed for this OM in April 2005 and April 2007. This (FIP) was deemed successful and currently closed.

**Brady Academy**

Percent of interviewed staff who reports that they fear for their safety was twelve percent in October and nine percent in April.

**STAR East Camp**

Percent of interviewed staff who reports that they fear for their safety was nine percent in October and three percent in April.

**Youth Challenge Center**

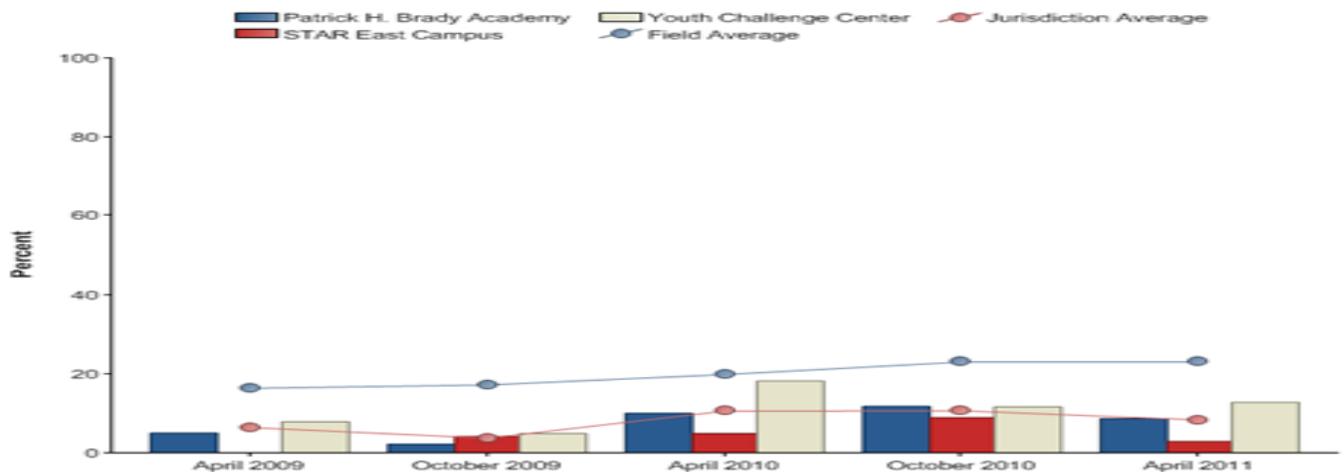
Percent of interviewed staff who reports that they fear for their safety was twelve percent in October and thirteen percent in April.

**Note:** Definition of Direct Care Staff Staff members who have routine contact with youths, including youth care staff, teachers, chaplains, counselors, nurses, food care workers who supervise residents and employees present on a temporary or contractual basis

**STAR PROGRAMS**

**Safety 14**

Percent of staff who report that they feared for their safety within the last six months.



Toggle Data Toggle Details

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	5% 2.00 40.00	2% 1.00 45.00	10% 3.00 30.00	12% 4.00 34.00	9% 4.00 46.00
<b>STAR East Campus</b>		4% 2.00 48.00	5% 2.00 41.00	9% 4.00 45.00	3% 1.00 35.00
<b>Youth Challenge Center</b>	8% 3.00 38.00	5% 2.00 41.00	18% 6.00 33.00	12% 5.00 43.00	13% 5.00 39.00
<b>Field Average</b>	16.36% 509.00 3,111.00	17.20% 636.00 3,698.00	19.83% 703.00 3,545.00	23.02% 6.81 29.59	23.01% 6.83 29.69
<b>Jurisdiction Average</b>	6.41% 5.00 78.00	3.73% 5.00 134.00	10.58% 11.00 104.00	10.66% 13.00 122.00	8.33% 10.00 120.00

### Safety 15 Fear for Safety Youth: Sexual Activity

Percent of youth who report that they were forced to engage in sexual activity within the last six months...while in the facility

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.0%

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 2.66%

**Brady Academy**

Percent of youth who reported they were forced to engage in sexual activity in the last six months, while in the facility, was zero percent.

**STAR East Camp**

Percent of youth who reported that they were forced to engage in sexual activity within the last six months while in the facility was zero percent.

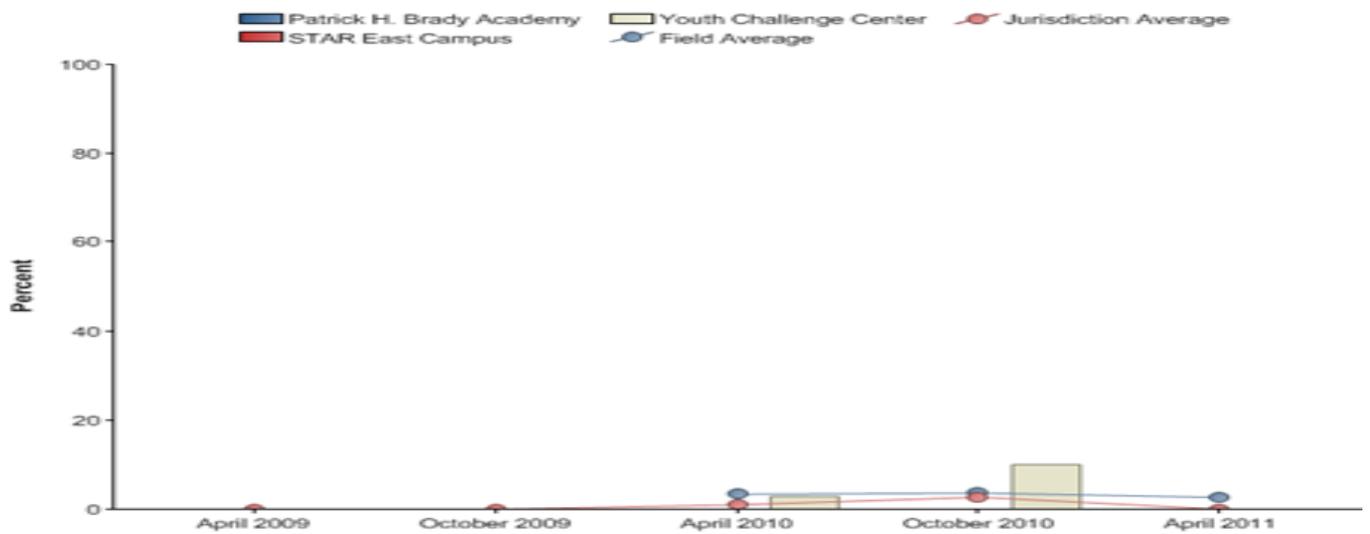
**Youth Challenge Center**

Percent of youth who reported that they were forced to engage in sexual activity in the last six months, while in the facility, was ten percent in October and zero percent in April.

### STAR PROGRAMS

**Safety 15**

Percent of interviewed youths who report that they were forced to engage in sexual activity within the last six months...while at this facility.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy			0% 0.00 36.00	0% 0.00 33.00	0% 0.00 33.00
STAR East Campus			0% 0.00 28.00	0% 0.00 48.00	0% 0.00 36.00
Youth Challenge Center			3% 1.00 35.00	10% 3.00 30.00	0% 0.00 35.00
Field Average			3.37% 119.00 3,532.00	3.65% 0.98 26.97	2.66% 0.72 26.89
Jurisdiction Average	0.00% 0.00 0.00	0.00% 0.00 0.00	1.01% 1.00 99.00	2.70% 3.00 111.00	0.00% 0.00 104.00



# PROGRAMMING



### Programming

This includes academic progress as well as measures pertaining to mental health, social skills, substance abuse, individual treatment plans [ITP], family contacts, and volunteers.

### Programming 1 Scores: Math

**Percent of youth confined for over 6 months whose math scores increased between admission and discharge.**

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 77.78%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 50.0%.

#### STAR East Camp

A FIP was developed for this OM in October 2002, 2004 and has been deemed successful and formally closed.

#### Youth Challenge Center

A FIP was developed for this OM in October 2001 and April 2005 and has been deemed successful and closed.

#### Brady Academy

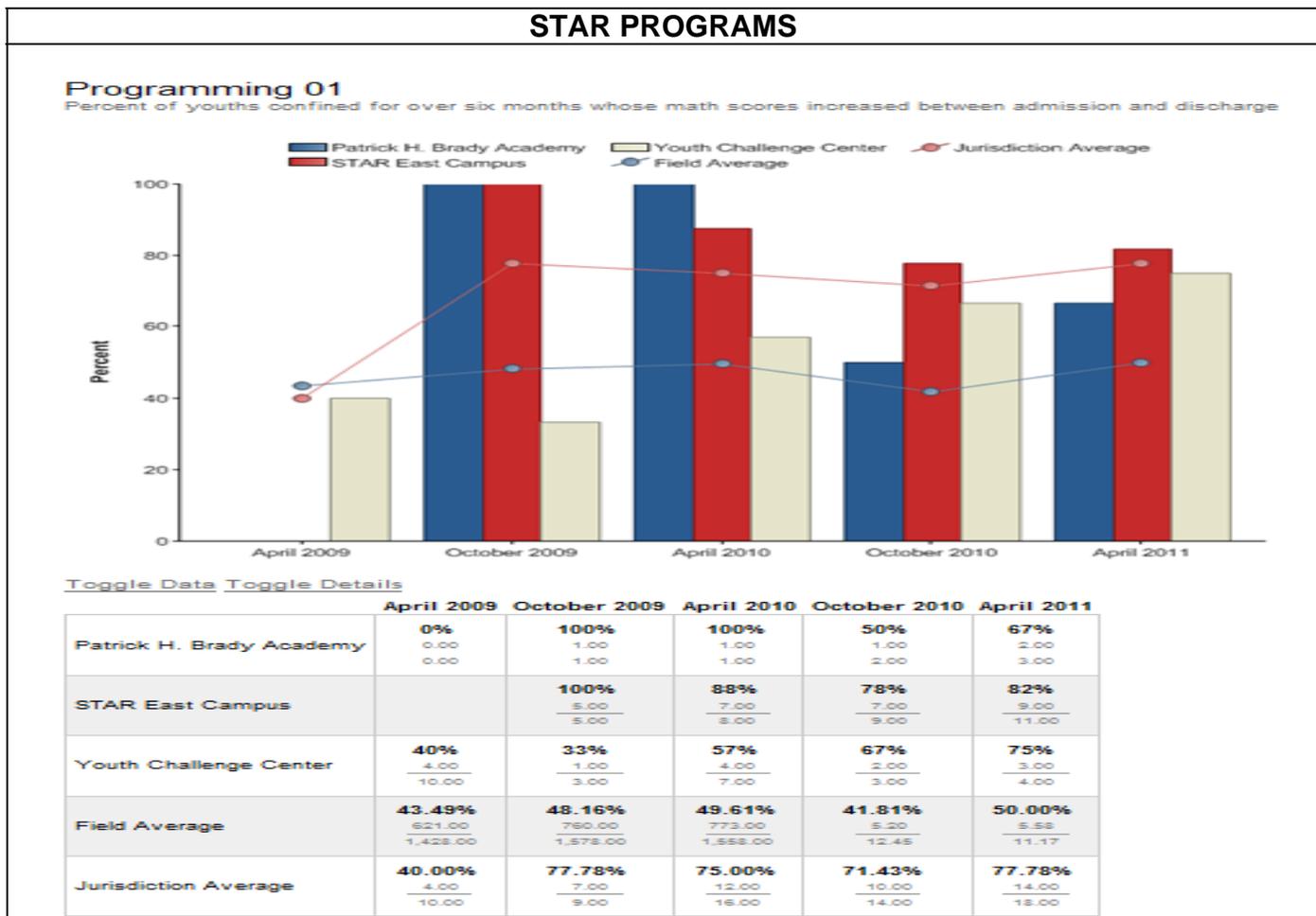
Youth confined for over 6 months whose math scores increased between admission and discharge was 50 percent in October and 67 percent in April.

#### STAR East Camp

Youth confined for over 6 months whose math scores increased between admission and discharge was 78 percent in October and 82 percent in April.

#### Youth Challenge Center

Youth confined for over 6 months whose math scores increased between admission and discharge was 67 percent in October and 75 percent in April.



## Programming 2 Scores: Reading

**Percent of youth confined for over 6 months whose reading scores increased between admission and discharge.**

### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 47.03%.

### National Average/Field Average

The national average for this outcome measure (OM) is currently 50.0%.

### STAR East Camp

A FIP was developed for this OM in April 2004 and has been formally closed. East Camp re-opened this FIP in April 2011. See details below.

### Youth Challenge Center

A Facility Improvement Plan FIP was developed for this OM in October 2001 and April 2005 and has been deemed successful and closed. YCC re-opened this FIP April 2011. See details below.

### Brady Academy

Youth confined for over 6 months whose reading scores increased between admission and discharge was 100.00 percent in October and in April.

### STAR East Camp

Youth confined for over 6 months whose reading scores increased between admission and discharge was 67 percent in October and 45 percent in April.

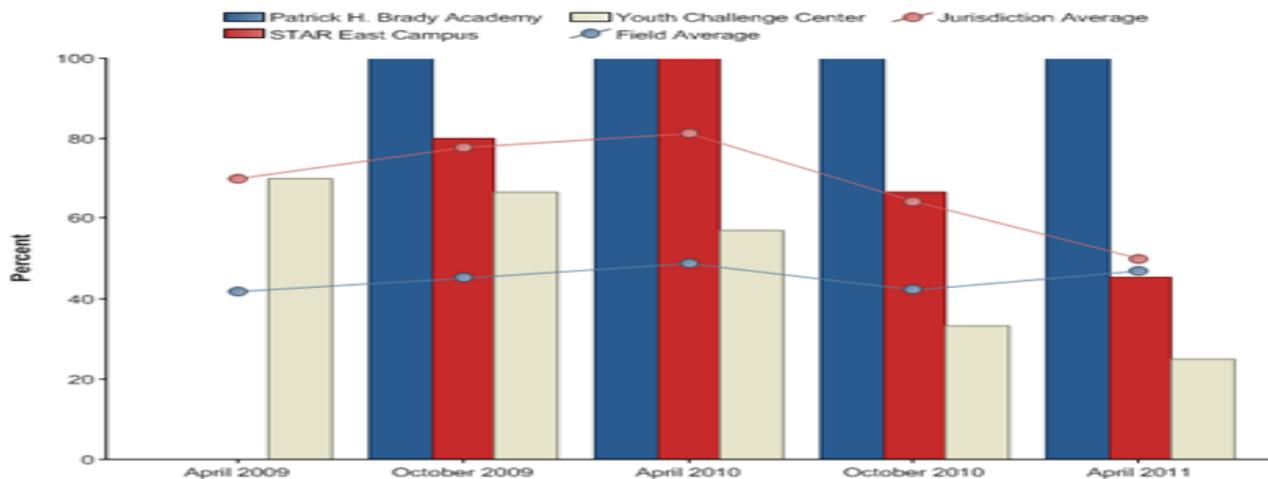
### Youth Challenge Center

Youth confined for over 6 months whose reading scores increased between admission and discharge was 33 percent in October and 25 percent in April.

## STAR PROGRAMS

### Programming 02

Percent of youths confined for over six months whose reading scores increased between admission and discharge.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0%</b> 0.00 0.00	<b>100%</b> 1.00 1.00	<b>100%</b> 1.00 1.00	<b>100%</b> 2.00 2.00	<b>100%</b> 3.00 3.00
<b>STAR East Campus</b>		<b>80%</b> 4.00 5.00	<b>100%</b> 8.00 8.00	<b>67%</b> 6.00 9.00	<b>45%</b> 5.00 11.00
<b>Youth Challenge Center</b>	<b>70%</b> 7.00 10.00	<b>67%</b> 2.00 3.00	<b>57%</b> 4.00 7.00	<b>33%</b> 1.00 3.00	<b>25%</b> 1.00 4.00
<b>Field Average</b>	<b>41.87%</b> 597.00 1,428.00	<b>45.19%</b> 714.00 1,580.00	<b>48.85%</b> 762.00 1,560.00	<b>42.25%</b> 5.31 12.57	<b>47.03%</b> 5.27 11.21
<b>Jurisdiction Average</b>	<b>70.00%</b> 7.00 10.00	<b>77.78%</b> 7.00 9.00	<b>81.25%</b> 13.00 16.00	<b>64.29%</b> 9.00 14.00	<b>50.00%</b> 9.00 18.00

**Facility Improvement Plan for Youth Challenge Center/ East Campus**

Outcome Measure	Program	Current Value	Average Value	Goal
Programming 2- Percent of youth confined for over 6 months whose reading scores increased between admission and discharge.	Youth Challenge	25	47	30
	East Campus	45	47	50

**PbS Facility Improvement Plan: 7 Action Step Improvement Process**

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

**Action Step 1: Analysis of Performance:** For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

**Action Step 2: Creating Buy In:** For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

**Action Step 3: Setting Outcome Measure Goal:** Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

**Action Step 4: Improvement Process Action Steps:** The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

**Action Step 5: Interim Measures:** The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

**Action Step 6: Sustaining Performance:** The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

**Action Step 7: Performance Recognition:** The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

**Programming 3 Admissions: Math Test**

**Percent of youth whose records indicate that they received a math test at admission.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 89.61%

**Brady Academy**

Percent of youth whose records indicate they have received a math test at admission has consistently been 100 percent for October and April data collections.

**STAR East Camp**

Percent of youth whose records indicate they have received a math test at admission has consistently been 100 percent for October and April data collections.

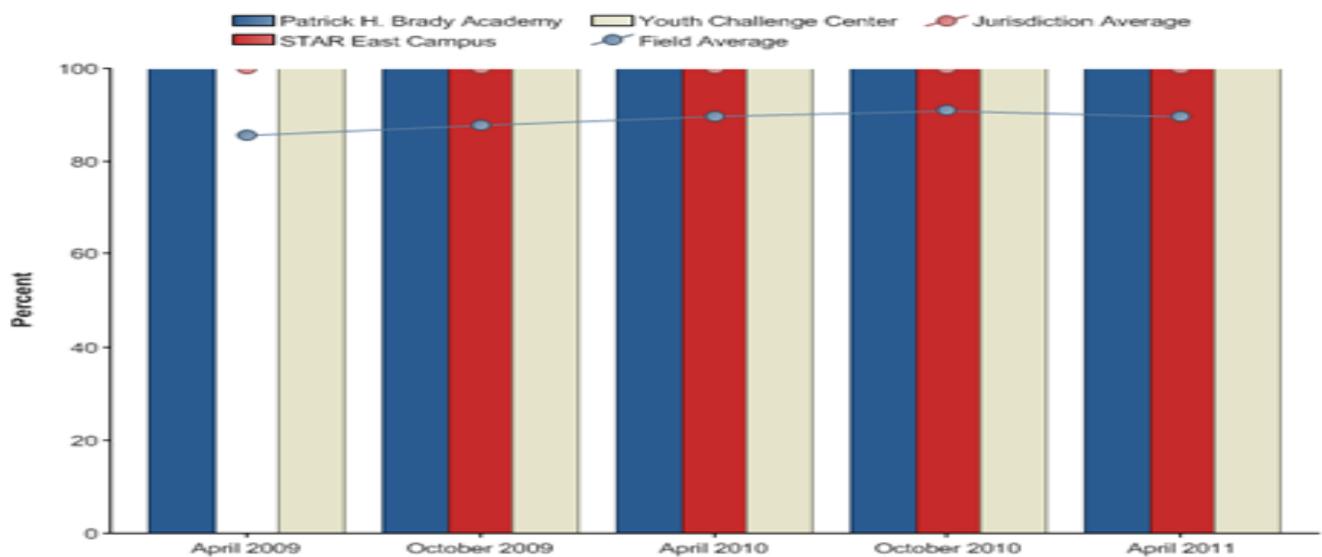
**Youth Challenge Center**

Percent of youth whose records indicate they have received a math test at admission has consistently been 100.00 percent for October and April data collections.

**STAR PROGRAMS**

**Programming 03**

Percent of youths whose records indicate that they received a math test.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
Youth Challenge Center	100% 30.00 30.00	100% 30.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	85.60% 2,217.00 2,590.00	87.77% 2,540.00 2,894.00	89.70% 2,559.00 2,853.00	90.85% 21.21 23.35	89.61% 19.14 21.36
Jurisdiction Average	100.00% 60.00 60.00	100.00% 90.00 90.00	100.00% 91.00 91.00	100.00% 90.00 90.00	100.00% 90.00 90.00

### Programming 4 Admission: Reading Test

Percent of youth whose records indicated that they received a reading test at admission.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 89.71%.

#### Brady Academy

Percent of youth whose records indicate they have received a reading test at admission has consistently been 100 percent for October and April data collections.

#### STAR East Camp

Percent of youth whose records indicate they have received a reading test at admission has consistently been 100 percent for October and April data collections.

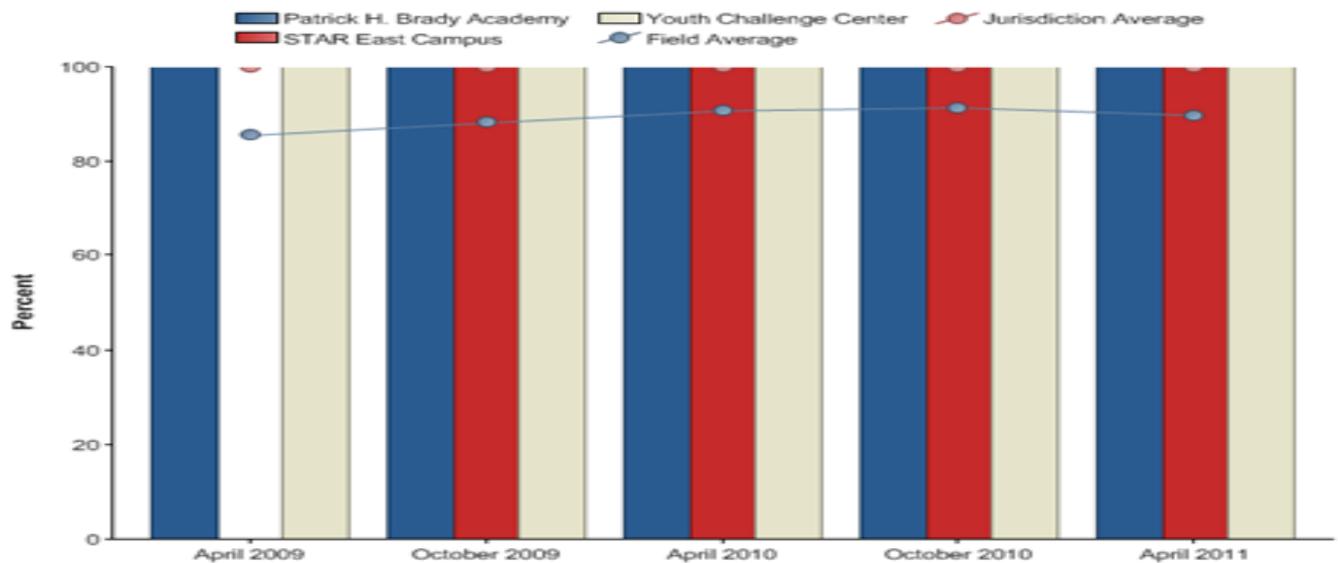
#### Youth Challenge Center

Percent of youth whose records indicate they have received a reading test at admission has consistently been 100 percent for October and April data collections.

## STAR PROGRAMS

### Programming 04

Percent of youths whose records indicate that they received a reading test.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
Youth Challenge Center	100% 30.00 30.00	100% 30.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	85.48% 2,214.00 2,590.00	88.11% 2,550.00 2,894.00	90.68% 2,587.00 2,853.00	91.34% 21.33 23.35	89.71% 19.16 21.36
Jurisdiction Average	100.00% 60.00 60.00	100.00% 90.00 90.00	100.00% 91.00 91.00	100.00% 90.00 90.00	100.00% 90.00 90.00

### Programming 5 Admission: Vocational Assessment

Percent of youth whose records indicate that they received a vocational assessment by qualified staff.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 61.76%.

#### Brady Academy

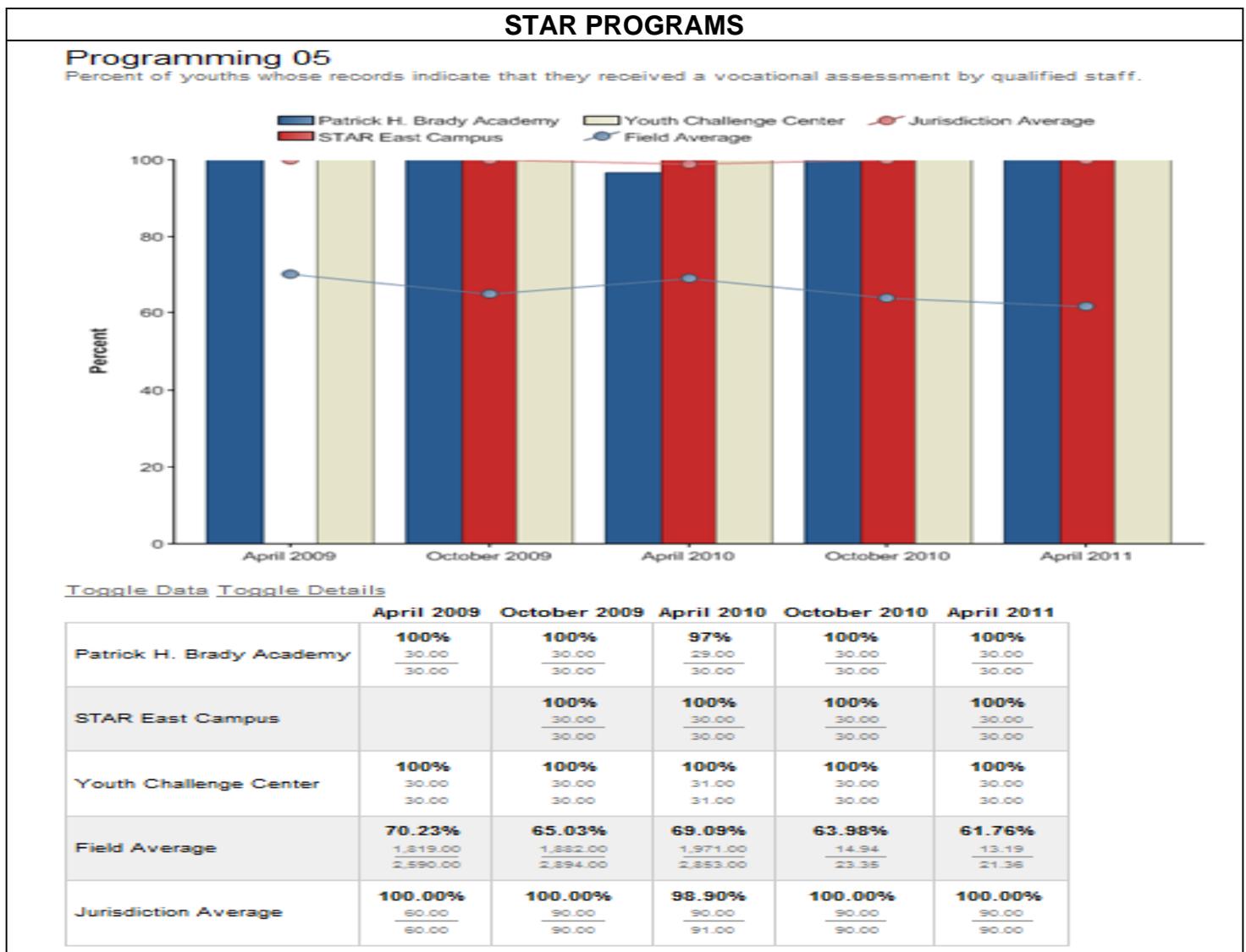
Percent of youth whose records indicate they have received a vocational assessment by qualified staff was 100 percent in October and in April.

#### STAR East Camp

Percent of youth whose records indicate they have received a vocational assessment by qualified staff was 100 percent in October and 100 percent in April.

#### Youth Challenge Center

Percent of youth whose records indicate they have received a vocational assessment by qualified staff was 100 percent in October and 100 percent in April.



### Programming 6 Programming: Vocational Skills

**Percent of youth confined for more than 60 days whose records indicate that they received the vocational skills programming prescribed by their individual treatment plans.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 86.21%.

**Youth Challenge Center**

A FIP was developed for this OM in April 2003 and has been deemed successful and closed.

**Brady Academy**

Youth confined for over 6 months whose reading scores increased between admission and discharge was 100 percent in October and (100.00) percent in April.

**STAR East Camp**

Percent of youth confined for more than 60 days whose records indicate they've received vocational skills programming was 100 percent for October and April.

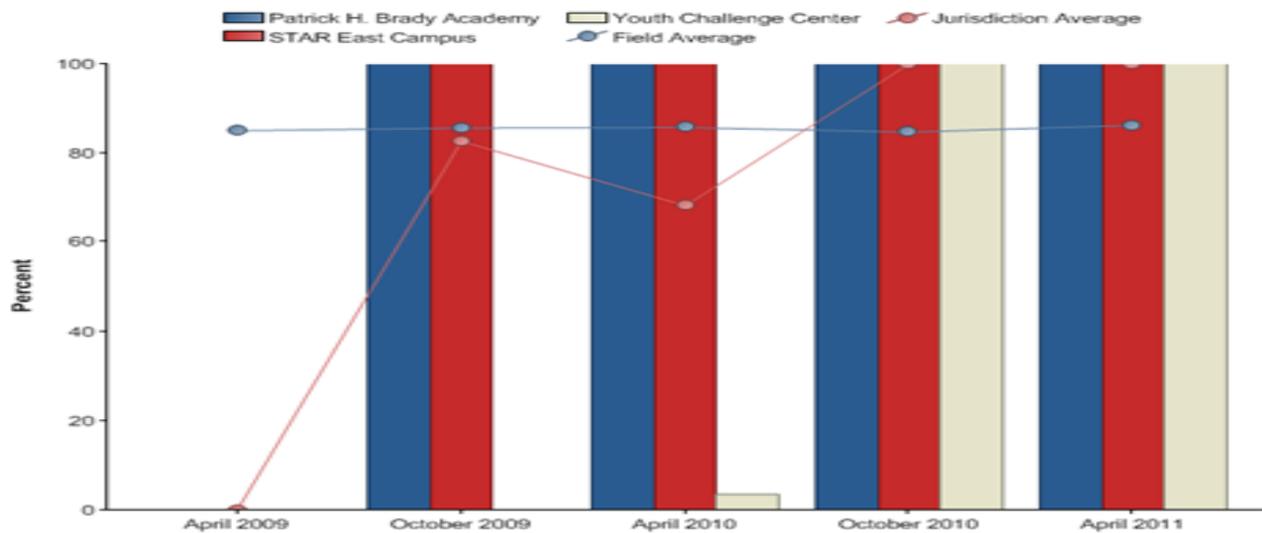
**Youth Challenge Center**

Percent of youth confined for more than 60 days whose records indicate they've received vocational skills programming was 100 percent for October and April.

**STAR PROGRAMS**

**Programming 06**

Percent of youths confined for more than 60 days whose records indicate that they received the vocational skills programming prescribed by the individual treatment plans.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0%</b> 0.00 0.00	<b>100%</b> 30.00 30.00	<b>100%</b> 29.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>STAR East Campus</b>		<b>100%</b> 27.00 27.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Youth Challenge Center</b>	<b>0%</b> 0.00 30.00	<b>0%</b> 0.00 12.00	<b>3%</b> 1.00 29.00	<b>100%</b> 23.00 23.00	<b>100%</b> 30.00 30.00
<b>Field Average</b>	<b>84.97%</b> 1,204.00 1,417.00	<b>85.59%</b> 1,301.00 1,520.00	<b>85.70%</b> 1,259.00 1,469.00	<b>84.68%</b> 10.59 12.51	<b>86.21%</b> 9.14 10.61
<b>Jurisdiction Average</b>	<b>0.00%</b> 0.00 30.00	<b>82.61%</b> 57.00 69.00	<b>68.18%</b> 60.00 88.00	<b>100.00%</b> 83.00 83.00	<b>100.00%</b> 90.00 90.00

**Programming 7 Curriculum: Vocational Skills**

**Percent of youth confined for more than 60 days whose records indicate that they have completed a vocational skills curriculum.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 98.88%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 60.90%.

**Brady Academy**

Percent of youth confined for more than 60 days whose records indicate that they have completed vocational skills curriculum was 100 percent in October and 97 percent in April.

**STAR East Camp**

Percent of youth confined for more than 60 days whose records indicate that they have completed vocational skills curriculum was 100 percent in October and in April.

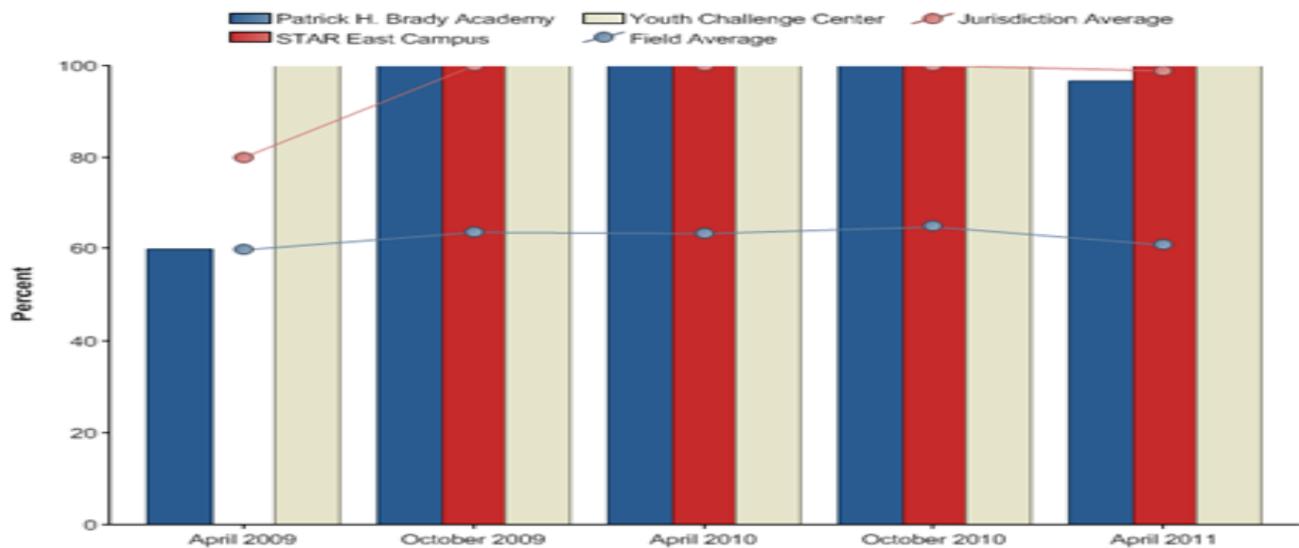
**Youth Challenge Center**

Percent of youth confined for more than 60 days whose records indicate that they have completed vocational skills curriculum was 100 percent in October and in April.

**STAR PROGRAMS**

**Programming 07**

Percent of youths confined for more than 60 days whose records indicate that they have completed a vocational skills curriculum.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>60%</b> 18.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>97%</b> 29.00 30.00
STAR East Campus		<b>100%</b> 27.00 27.00	<b>100%</b> 30.00 30.00	<b>100%</b> 29.00 29.00	<b>100%</b> 29.00 29.00
Youth Challenge Center	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 31.00 31.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
Field Average	<b>59.86%</b> 1,439.00 2,404.00	<b>63.70%</b> 1,702.00 2,672.00	<b>63.41%</b> 1,688.00 2,662.00	<b>64.87%</b> 14.05 21.65	<b>60.90%</b> 12.02 19.74
Jurisdiction Average	<b>80.00%</b> 48.00 60.00	<b>100.00%</b> 87.00 87.00	<b>100.00%</b> 91.00 91.00	<b>100.00%</b> 89.00 89.00	<b>98.88%</b> 88.00 89.00

**Programming 8 Programming: Educational**

**Percent of youth confined for more than 60 days whose records indicate that they received the educational programming prescribed by their individual treatment plans.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 96.38%.

**Brady Academy** - A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2001 and has been deemed successful and formally closed.

**STAR East Camp**- A FIP was developed for this OM in October '03 along with Programming 17 and has been deemed successful and formally closed.

**Youth Challenge Center** - A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

**Brady Academy**

Percent of youth confined for more than 60 days whose records indicate they have received the education programming as prescribed in their Individual Treatment Plan (ITP) is 100 percent for October and April.

**STAR East Camp**

Percent of youth confined for more than 60 days whose records indicate they have received the education programming as prescribed in their Individual Treatment Plan (ITP) is 100 percent for October and (100.00) percent for April.

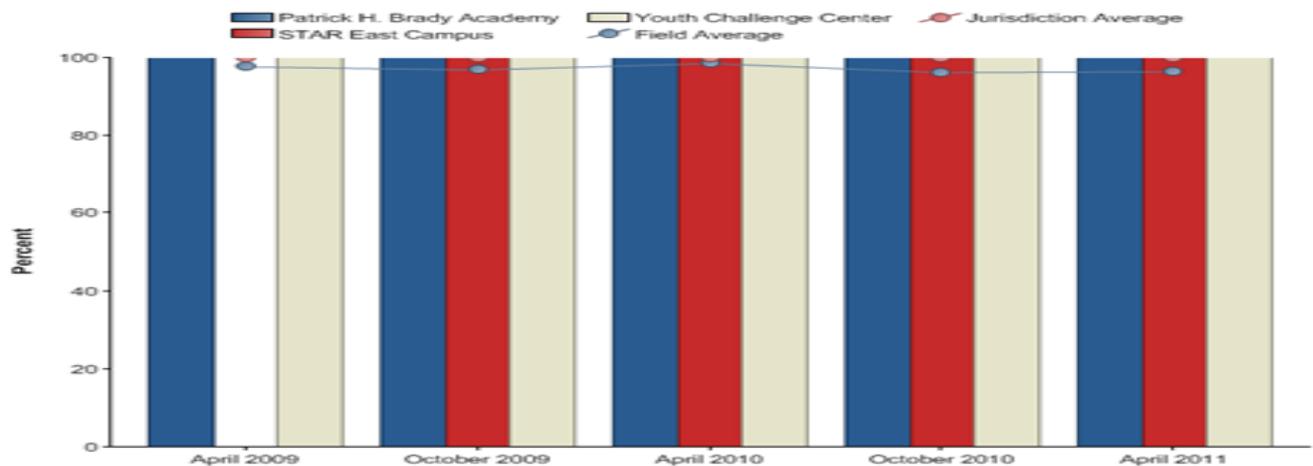
**Youth Challenge Center**

Percent of youth confined for more than 60 days whose records indicate they have received the education programming as prescribed in their Individual Treatment Plan (ITP) is 100 percent for October and 100 percent for April.

**STAR PROGRAMS**

**Programming 08**

Percent of youths confined for more than 60 days whose records indicate that they received the educational programming prescribed by the individual treatment plans.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00
STAR East Campus		100% 27.00 / 27.00	100% 30.00 / 30.00	100% 29.00 / 29.00	100% 29.00 / 29.00
Youth Challenge Center	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 31.00 / 31.00	100% 30.00 / 30.00	100% 30.00 / 30.00
Field Average	97.60% 1,996.00 / 2,045.00	96.79% 2,202.00 / 2,275.00	98.47% 2,247.00 / 2,282.00	96.14% 17.00 / 17.68	96.38% 15.74 / 16.33
Jurisdiction Average	100.00% 60.00 / 60.00	100.00% 67.00 / 67.00	100.00% 91.00 / 91.00	100.00% 89.00 / 89.00	100.00% 89.00 / 89.00

**Programming 9 Non English Speaking Youth**

**Percent of non-English speaking youth who have treatment plans in the appropriate language.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 92.63%.

**Brady Academy**

Percentage of non-English speaking youth who have treatment plans written in the appropriate language did not apply to this program for October and April data collections.

**STAR East Camp**

Percentage of non-English speaking youth who have treatment plans written in the appropriate language did not apply to this program for October and April data collections.

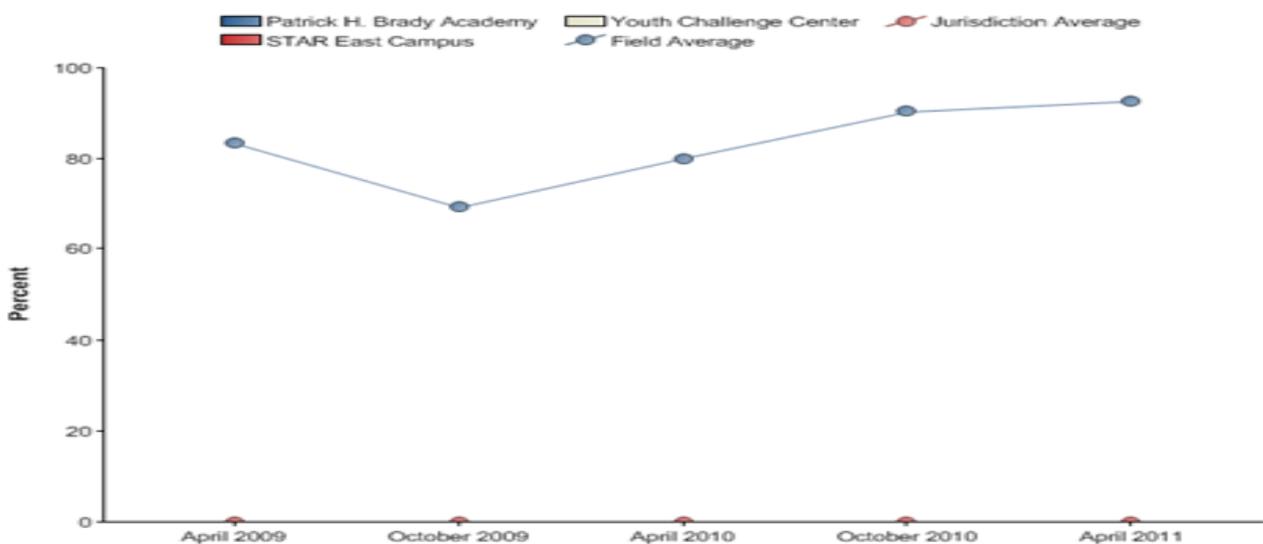
**Youth Challenge Center**

Percentage of non-English speaking youth who have treatment plans written in the appropriate language did not apply to this program for October and April data collections.

**STAR PROGRAMS**

**Programming 09**

Percent of non-English speaking youth who have treatment plans written in the appropriate language.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
STAR East Campus		0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
Youth Challenge Center	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
Field Average	83.33% 20.00 24.00	69.23% 18.00 26.00	80.00% 20.00 25.00	90.29% 0.70 0.78	92.63% 0.67 0.72
Jurisdiction Average	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00

**Programming 10 Minority Ratio**

Ratio of percent of minority staff to percent of minority youth.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.12%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.82%.

**Brady Academy**

Ratio of minority staff to minority youth was (0.11) percent in October and (0.14) percent in April.

**STAR East Camp**

Ratio of minority staff to minority youth was (0.06) percent in October and (0.13) percent in April.

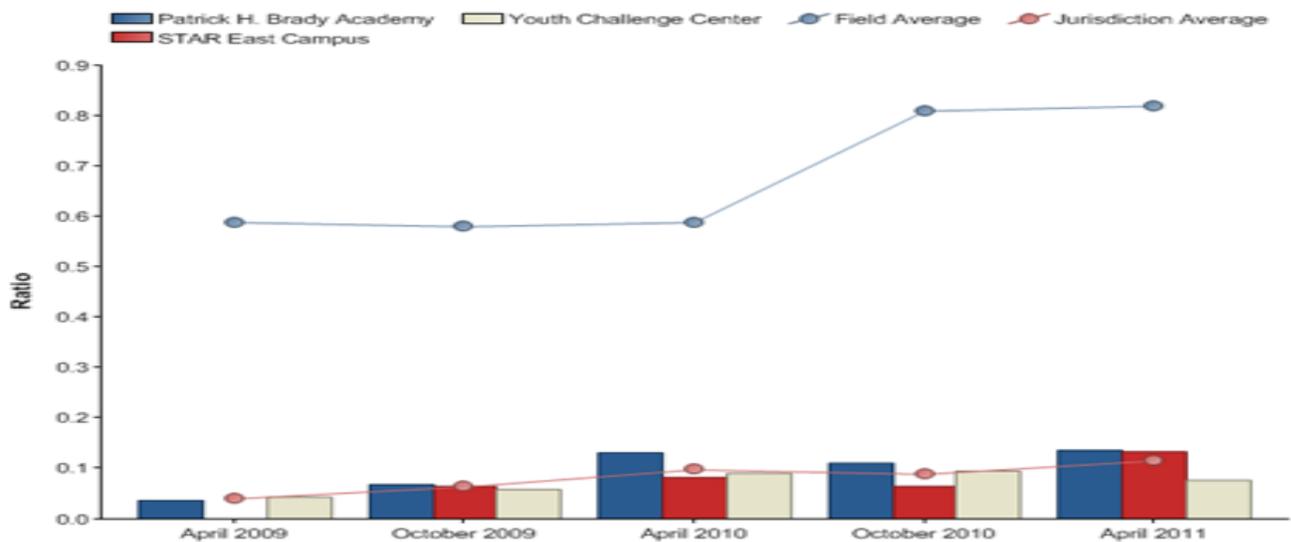
**Youth Challenge Center**

Ratio of minority staff to minority youth was (0.10) percent in October and (0.08) percent in April.

**STAR PROGRAMS**

**Programming 10**

Ratio of percent of minority staff to percent of minority youth.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0.04}{0.02} = 0.54$	$\frac{0.07}{0.03} = 0.44$	$\frac{0.13}{0.05} = 0.38$	$\frac{0.11}{3.00} = 27.00$	$\frac{0.14}{3.00} = 22.00$
STAR East Campus		$\frac{0.06}{0.04} = 0.62$	$\frac{0.08}{0.06} = 0.73$	$\frac{0.06}{2.00} = 31.00$	$\frac{0.13}{4.00} = 30.00$
Youth Challenge Center	$\frac{0.04}{0.02} = 0.48$	$\frac{0.06}{0.03} = 0.51$	$\frac{0.09}{0.02} = 0.22$	$\frac{0.10}{2.00} = 21.00$	$\frac{0.08}{2.00} = 26.00$
Field Average	$\frac{0.59}{0.40} = 0.68$	$\frac{0.58}{0.40} = 0.69$	$\frac{0.59}{0.40} = 0.68$	$\frac{0.81}{43.36} = 53.58$	$\frac{0.82}{41.18} = 50.27$
Jurisdiction Average	$\frac{0.04}{0.04} = 1.00$	$\frac{0.06}{0.10} = 1.57$	$\frac{0.10}{0.13} = 1.33$	$\frac{0.09}{7.00} = 79.00$	$\frac{0.12}{9.00} = 78.00$

**Programming 11 Programming: Psychosocial/Social Skills**

Percent of youth confined for more than 60 days whose reports indicated that they received psychosocial/social skills programming prescribed by their individual treatment plans.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 97.03%.

**Youth Challenge Center**

A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

**Brady Academy**

Percent of youth confined for more than 60 days whose records indicate they've received the social skills programming as prescribed in their ITP was 100 percent for October and April.

**STAR East Camp**

Percent of youth confined for more than 60 days whose records indicate they've received the social skills programming as prescribed in their ITP was 100 percent for October and April.

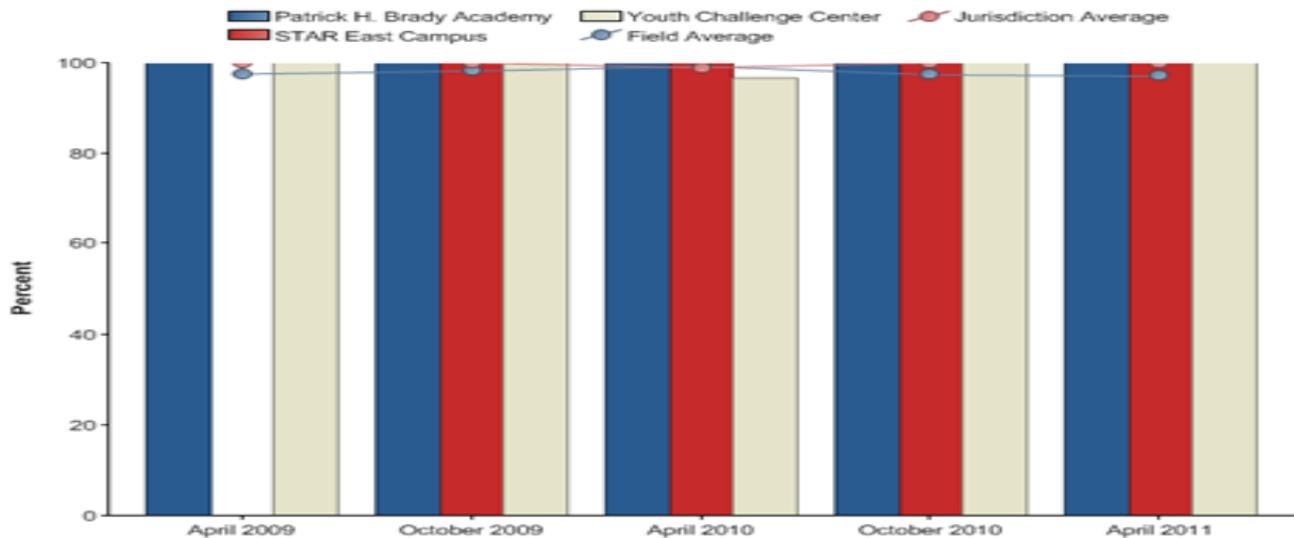
**Youth Challenge Center**

Percent of youth confined for more than 60 days whose records indicate they've received the social skills programming as prescribed in their ITP was 100 percent for October and 100 percent in April.

**STAR PROGRAMS**

**Programming 11**

Percent of youths confined for more than 60 days whose records indicate that they received the psychosocial/social skills programming prescribed by the individual treatment plans.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 29.00 29.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 27.00 27.00	100% 30.00 30.00	100% 29.00 29.00	100% 29.00 29.00
Youth Challenge Center	100% 30.00 30.00	100% 28.00 28.00	97% 29.00 30.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	97.53% 1,896.00 1,944.00	98.18% 2,159.00 2,199.00	99.21% 2,003.00 2,019.00	97.36% 15.92 16.38	97.03% 14.13 14.56
Jurisdiction Average	100.00% 89.00 89.00	100.00% 85.00 85.00	98.89% 89.00 90.00	100.00% 89.00 89.00	100.00% 89.00 89.00

**Programming 12 Monthly Progress Notes**

**Percent of youth confined for more than 60 days whose individual treatment plans have monthly progress notes.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 96.20%.

**Brady Academy**

Percent of youth confined for more than 60 days whose ITP's have monthly progress notes are 100 percent for October and April data collections.

**STAR East Camp**

Percent of youth confined for more than 60 days whose ITP's have monthly progress notes are 100) percent for October and April data collections.

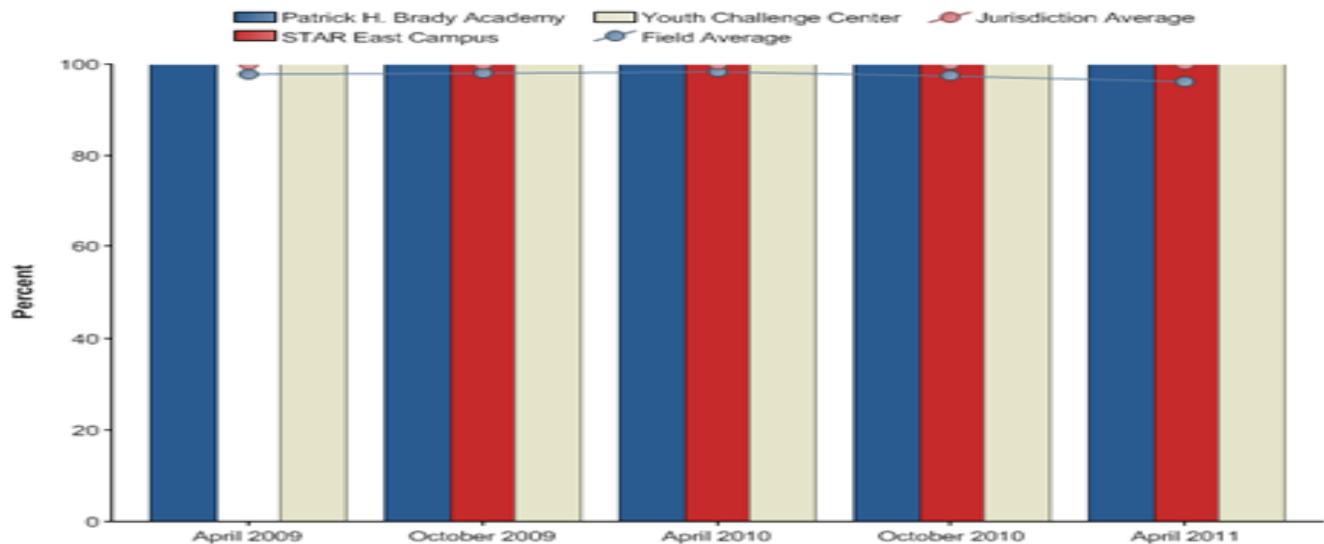
**Youth Challenge Center**

Percent of youth confined for more than 60 days whose ITP's have monthly progress notes are 100 percent for October and April data collections.

**STAR PROGRAMS**

**Programming 12**

Percent of youths confined for more than 60 days whose individual treatment plans have monthly progress notes.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00
STAR East Campus		100% 27.00 / 27.00	100% 30.00 / 30.00	100% 29.00 / 29.00	100% 29.00 / 29.00
Youth Challenge Center	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 31.00 / 31.00	100% 30.00 / 30.00	100% 30.00 / 30.00
Field Average	97.84% 2,352.00 / 2,404.00	98.05% 2,620.00 / 2,672.00	98.35% 2,618.00 / 2,662.00	97.41% 21.09 / 21.65	96.20% 18.99 / 19.74
Jurisdiction Average	100.00% 60.00 / 60.00	100.00% 67.00 / 67.00	100.00% 91.00 / 91.00	100.00% 89.00 / 89.00	100.00% 89.00 / 89.00

**Programming 13 Annual Summary Treatment Progress**

**Percent of youth confined for more than 1 year whose records include an annual summary of treatment progress.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.000%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 76.54%.

**Youth Challenge Center**

A FIP was developed for this OM in May 2002 and has been deemed successful and closed.

**Brady Academy**

Percent of youth confined for more than 1 year whose records include an annual summary did not apply to this program for the October and April data collections as no youth were in the program for that length of time.

**STAR East Camp**

Percent of youth confined for more than 1 year whose records include an annual summary did not apply to this program for the October and April data collections as no youth were in the program for that length of time.

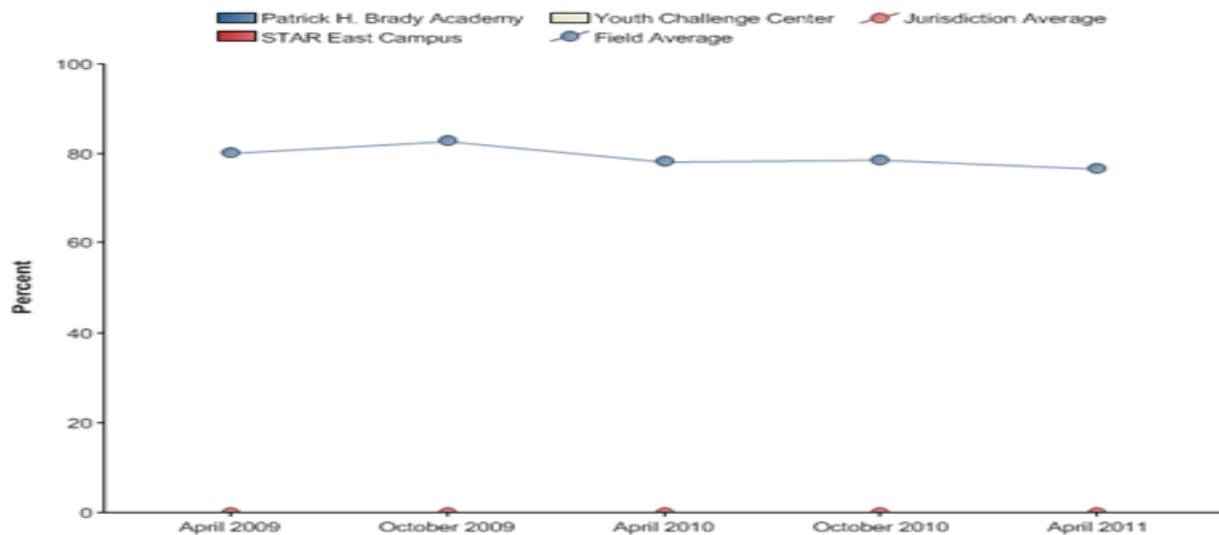
**Youth Challenge Center**

Percent of youth confined for more than 1 year whose records include an annual summary did not apply to this program for the October and April data collections as no youth were in the program for that length of time.

**STAR PROGRAMS**

**Programming 13**

Percent of youths confined for more than 1 year whose records include an annual summary of treatment progress.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
STAR East Campus		0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
Youth Challenge Center	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
Field Average	80.07% 466.00 582.00	82.71% 555.00 671.00	78.14% 479.00 613.00	78.58% 4.28 5.45	76.54% 3.76 4.91
Jurisdiction Average	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00

### Programming 14 Curriculum: Health

Percent of youth confined for more than 60 days whose records indicate that they have completed the health curriculum.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 69.69%.

#### STAR East Camp

A FIP was developed for the OM in October '02 and has been deemed successful and formally closed.

#### Youth Challenge Center

A FIP was developed for this OM in October 2001 and again in April 2004 and has been deemed successful and closed.

#### Brady Academy

Percent of youth confined over 60 days whose records indicate they have completed the health curriculum is 100 percent for October and April data collections.

#### STAR East Camp

Percent of youth confined over 60 days whose records indicate they have completed the health curriculum is 100 percent for October and April data collections.

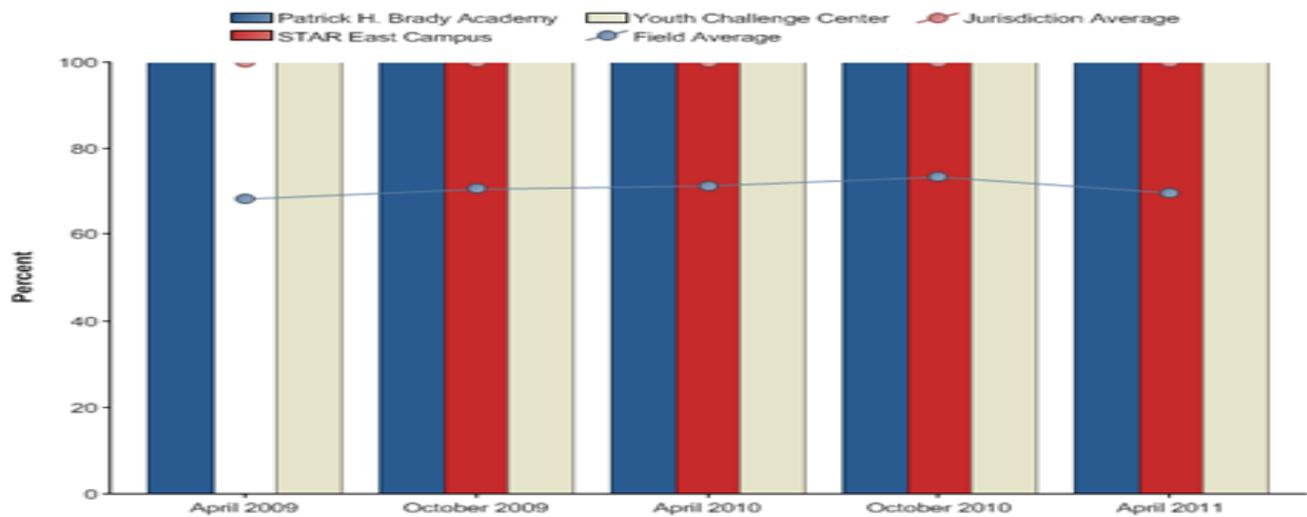
#### Youth Challenge Center

Percent of youth confined over 60 days whose records indicate they have completed the health curriculum is 100 percent for October and April data collections.

## STAR PROGRAMS

### Programming 14

Percent of released youths confined for more than 60 days whose records indicate that they have completed the health curriculum.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00
STAR East Campus	100%	100% 27.00 / 27.00	100% 30.00 / 30.00	100% 29.00 / 29.00	100% 29.00 / 29.00
Youth Challenge Center	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 31.00 / 31.00	100% 30.00 / 30.00	100% 30.00 / 30.00
Field Average	68.30% 1,642.00 / 2,404.00	70.58% 1,886.00 / 2,672.00	71.34% 1,899.00 / 2,662.00	73.41% 15.89 / 21.65	69.69% 13.76 / 19.74
Jurisdiction Average	100.00% 80.00 / 80.00	100.00% 87.00 / 87.00	100.00% 91.00 / 91.00	100.00% 89.00 / 89.00	100.00% 89.00 / 89.00

**Programming 15 Curriculum: Psychosocial/Social Skills**

**Percent of youth confined for more than 60 days whose records indicate that they have completed the psychosocial/social skills curriculum.**

**Brady Academy**

In October and April 100 percent of youth confined over 60 days had records to indicate they have completed the social skills curriculum.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**STAR East Camp**

In October and April 100 percent of youth confined over 60 days had records to indicate they have completed the social skills curriculum.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 71.60%.

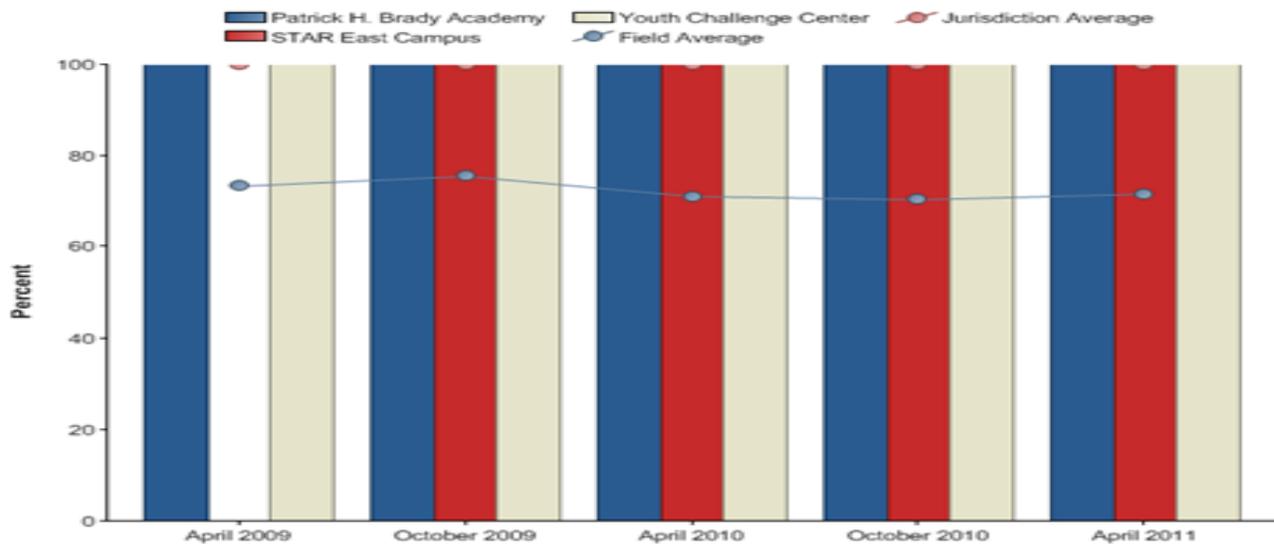
**Youth Challenge Center**

In October and April 100 percent of youth confined over 60 days had records to indicate they have completed the social skills curriculum.

**STAR PROGRAMS**

**Programming 15**

Percent of released youths confined for more than 60 days whose records indicate that they have completed the psychosocial/social skills curriculum.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 27.00 27.00	100% 30.00 30.00	100% 29.00 29.00	100% 29.00 29.00
Youth Challenge Center	100% 30.00 30.00	100% 30.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	73.29% 1,762.00 2,404.00	75.49% 2,017.00 2,672.00	71.07% 1,892.00 2,662.00	70.36% 15.23 21.65	71.60% 14.14 19.74
Jurisdiction Average	100.00% 60.00 60.00	100.00% 87.00 87.00	100.00% 91.00 91.00	100.00% 89.00 89.00	100.00% 89.00 89.00

**Programming 16 Assessment: Psychosocial/Social Skills**

**Percent of youth whose records indicate they have received a psychosocial/social skills assessment.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 81.09%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2001 and has been deemed successful and formally closed.

**Brady Academy**

Percent of youth whose records indicate they've received a psychosocial/social skills assessment was 100 percent for October and April data collections.

**STAR East Camp**

Percent of youth whose records indicate they've received a psychosocial/social skills assessment was 100 percent for October and April data collections.

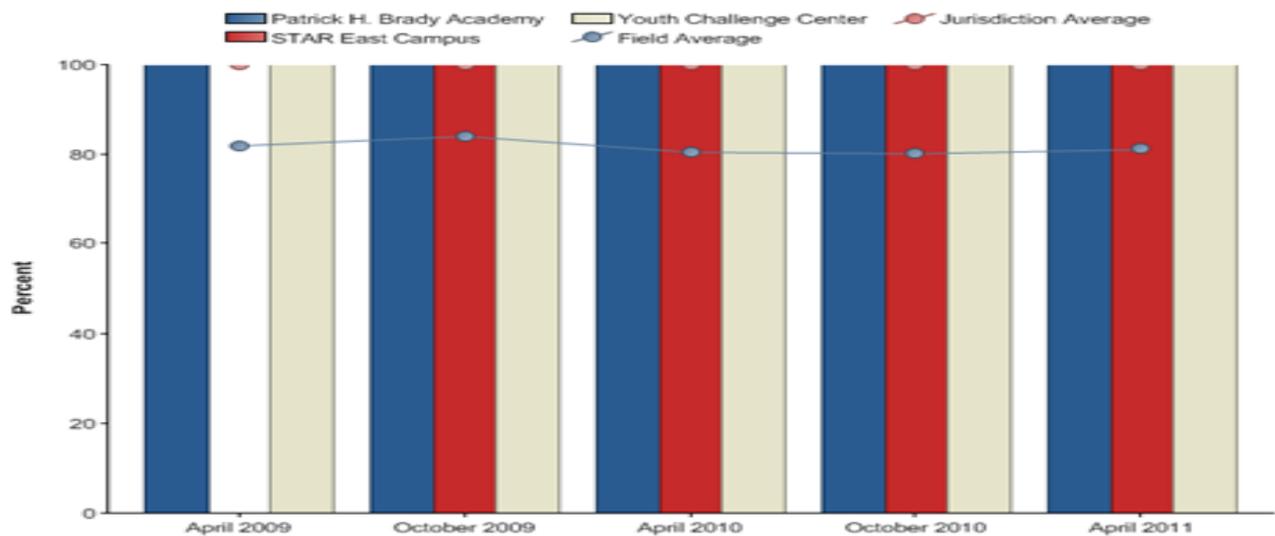
**Youth Challenge Center**

Percent of youth whose records indicate they've received a psychosocial/social skills assessment was 100 percent for October and April data collections.

**STAR PROGRAMS**

**Programming 16**

Percent of youths whose records indicate that they have received a psychosocial/social skills assessment by a trained or qualified staff.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>STAR East Campus</b>		<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Youth Challenge Center</b>	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 31.00 31.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Field Average</b>	<b>81.89%</b> 2,121.00 2,590.00	<b>84.04%</b> 2,432.00 2,894.00	<b>80.48%</b> 2,296.00 2,853.00	<b>80.14%</b> 18.71 23.35	<b>81.09%</b> 17.32 21.36
<b>Jurisdiction Average</b>	<b>100.00%</b> 90.00 90.00	<b>100.00%</b> 90.00 90.00	<b>100.00%</b> 91.00 91.00	<b>100.00%</b> 90.00 90.00	<b>100.00%</b> 90.00 90.00

### Programming 17 ITP

**Percent of youth confined for more than 30 days whose records include a written individual treatment plan.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 95.36%.

**STAR East Camp**

A FIP was developed for the OM in April '03 and has been deemed successful and formally closed.

**Brady Academy**

Percent of youth confined for more than 30 days whose records include a written individual treatment plan was 100 percent in October and (100.00) percent in April.

**STAR East Camp**

Percent of youth confined for more than 30 days whose records include a written individual treatment plan was 1000 percent in October and 100 percent in April.

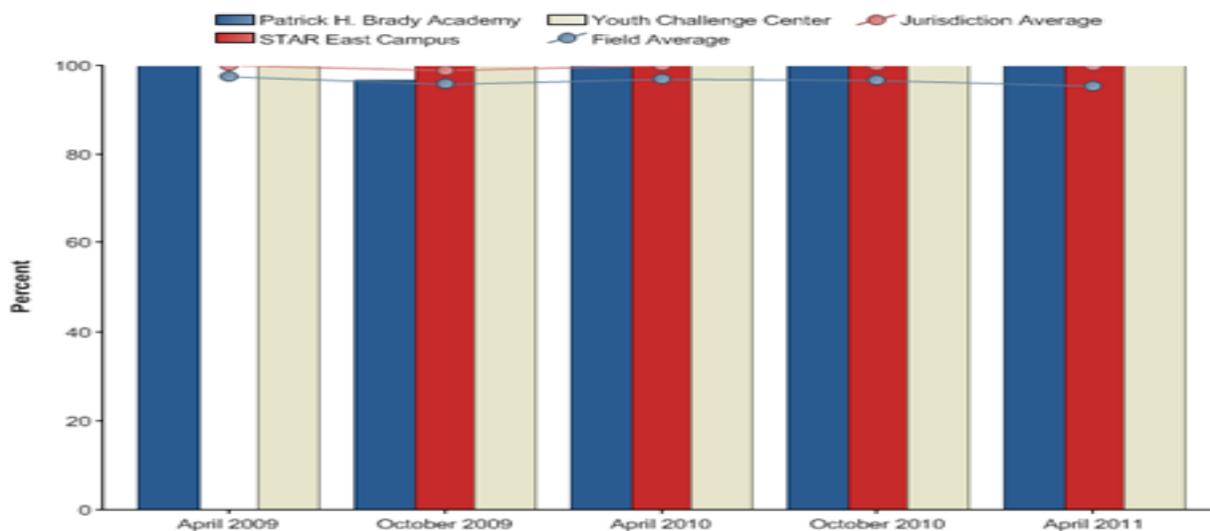
**Youth Challenge Center**

Percent of youth confined for more than 30 days whose records include a written individual treatment plan was 100 percent in October and 100 percent in April.

## STAR PROGRAMS

### Programming 17

Percent of youths confined for more than 30 days whose records include a written individual treatment plan, signed by youth and the responsible staff member.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	97% 29.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 29.00 29.00	100% 30.00 30.00	100% 29.00 29.00	100% 30.00 30.00
Youth Challenge Center	100% 30.00 30.00	100% 30.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	97.47% 2,469.00 2,533.00	95.75% 2,694.00 2,803.00	96.91% 2,695.00 2,791.00	96.62% 2,187 22.64	95.36% 19.77 20.73
Jurisdiction Average	100.00% 60.00 60.00	98.88% 89.00 89.00	100.00% 91.00 91.00	100.00% 89.00 89.00	100.00% 90.00 90.00

### Programming 18 Rate of Contact

Rate of contact between facility staff and youth family including phone, email and/or visit.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 9.18%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 4.47%.

#### Brady Academy

A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed.

#### STAR East Camp

A FIP was developed for the OM in October '04 April '05 and has been deemed successful and formally closed.

#### Youth Challenge Center

A FIP was developed for this OM in May 2002, and Oct '09 and has been deemed successful and closed.

#### Brady Academy

Rate of contact between facility staff and youth family is 7.67 contacts per month in October and 9.60 contacts for April.

#### STAR East Camp

Rate of contact between facility staff and youth family is 12.43 contacts per month in October and 11.07 contacts for April.

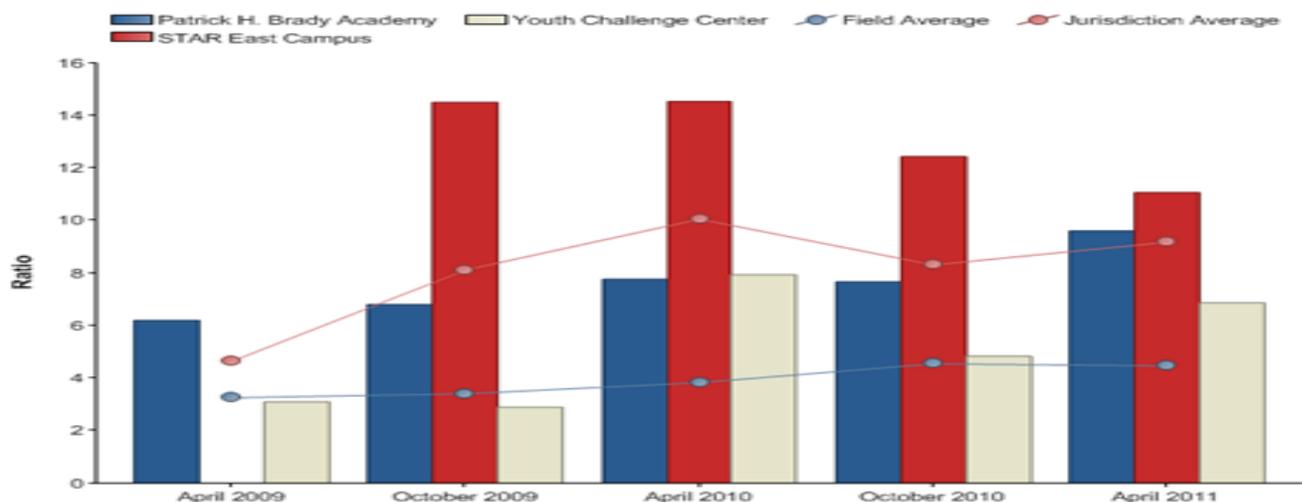
#### Youth Challenge Center

Rate of contact between facility staff and youth family is 4.83 contacts per month in October and 6.87 contacts for April.

## STAR PROGRAMS

### Programming 18

Rate of contact between facility staff and youth family in the last full month (including phone, email and/or visit).



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	6.20 <u>188.00</u> 30.00	6.80 <u>204.00</u> 30.00	7.77 <u>233.00</u> 30.00	7.67 <u>230.00</u> 30.00	9.60 <u>288.00</u> 30.00
STAR East Campus		14.50 <u>435.00</u> 30.00	14.53 <u>436.00</u> 30.00	12.43 <u>373.00</u> 30.00	11.07 <u>332.00</u> 30.00
Youth Challenge Center	3.10 <u>93.00</u> 30.00	2.90 <u>84.00</u> 29.00	7.94 <u>246.00</u> 31.00	4.83 <u>145.00</u> 30.00	6.87 <u>206.00</u> 30.00
Field Average	3.26 <u>8,387.00</u> 2,576.00	3.41 <u>9,809.00</u> 2,877.00	3.83 <u>10,866.00</u> 2,836.00	4.55 <u>105.78</u> 23.26	4.47 <u>94.81</u> 21.20
Jurisdiction Average	4.65 <u>279.00</u> 60.00	8.12 <u>723.00</u> 89.00	10.05 <u>915.00</u> 91.00	8.31 <u>748.00</u> 90.00	9.18 <u>826.00</u> 90.00

**Programming 19 Youth Contact with Parent/Guardian**

**Percent of youth who have ever had in-person contact with parents or guardians while in facility.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 63.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 66.87%.

**Brady Academy**

A FIP was developed for this OM in April 2011 and is currently in progress. See details below.

**Brady Academy**

Percent of youth who have ever had in-person contact with parents or a guardian while in facility was 67 percent in October and 73 percent in April.

**STAR East Camp**

Percent of youth who have ever had in-person contact with parents or a guardian while in facility was 63 percent in October and 67 percent in April.

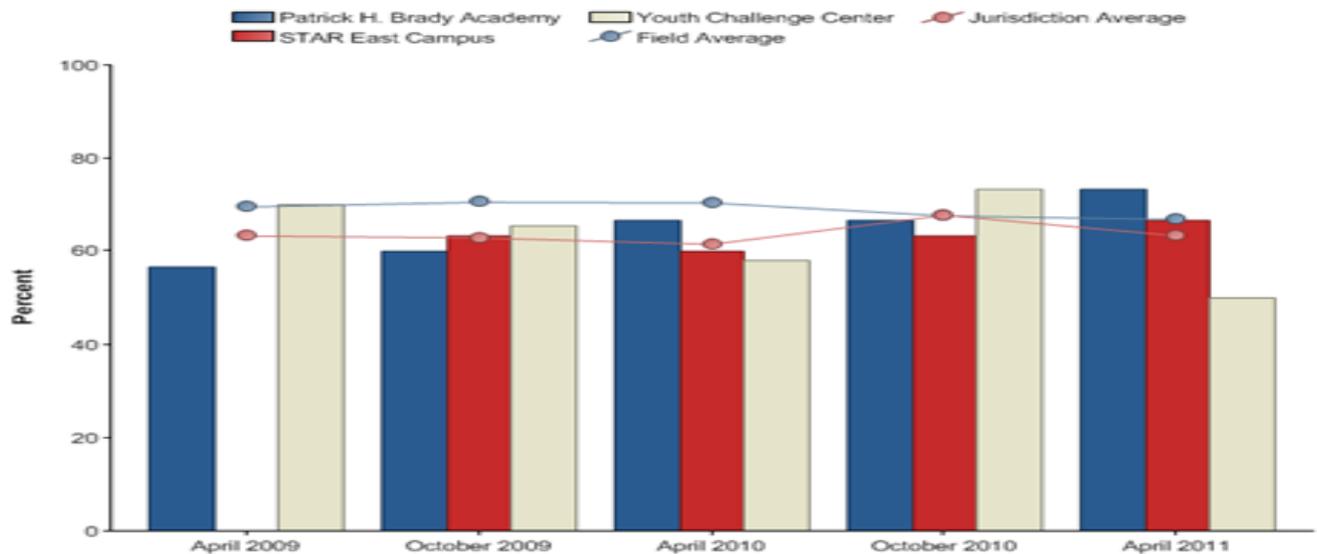
**Youth Challenge Center**

Percent of youth who have ever had in-person contact with parents or a guardian while in facility was 73 percent in October and 50 percent in April.

**STAR PROGRAMS**

**Programming 19**

Percent of youths who have ever had in-person contact with parents or guardians while in facility.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	57% 17.00 30.00	60% 18.00 30.00	67% 20.00 30.00	67% 20.00 30.00	73% 22.00 30.00
STAR East Campus		63% 19.00 30.00	60% 18.00 30.00	63% 19.00 30.00	67% 20.00 30.00
Youth Challenge Center	70% 21.00 30.00	66% 19.00 29.00	58% 18.00 31.00	73% 22.00 30.00	50% 15.00 30.00
Field Average	69.57% 1,792.00 2,576.00	70.56% 2,030.00 2,877.00	70.42% 1,997.00 2,836.00	67.62% 15.73 23.26	66.87% 14.17 21.20
Jurisdiction Average	63.33% 38.00 60.00	62.92% 56.00 89.00	61.54% 56.00 91.00	67.78% 61.00 90.00	63.33% 57.00 90.00

**Facility Improvement Plan for Brady Academy**

<b>Outcome Measure</b>	<b>Program</b>	<b>Current Value</b>	<b>Average Value</b>	<b>Goal</b>
<b>Programming 19- Percent of youth who have ever had in-person contact with parents or guardians while in facility.</b>	Brady Academy	73	67	70

**PbS Facility Improvement Plan: 7 Action Step Improvement Process**

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

**Action Step 1: Analysis of Performance:** For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

**Action Step 2: Creating Buy In:** For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

**Action Step 3: Setting Outcome Measure Goal:** Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

**Action Step 4: Improvement Process Action Steps:** The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

**Action Step 5: Interim Measures:** The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

**Action Step 6: Sustaining Performance:** The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

**Action Step 7: Performance Recognition:** The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

### Programming 20 Telephone Policies

**Percent of youth who report those policies governing telephone calls are implemented consistently.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 78.10%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 58.62%.

**Brady Academy**

A FIP was developed for this outcome measure OM in May 2002 and has been deemed successful and formally closed.

**Brady Academy**

Percent of youth who report that policies governing telephone calls are implemented consistently were 100 percent in October and 97 percent in April.

**STAR East Camp**

Percent of youth who report that policies governing telephone calls are implemented consistently were 67 percent in October and 62 percent in April.

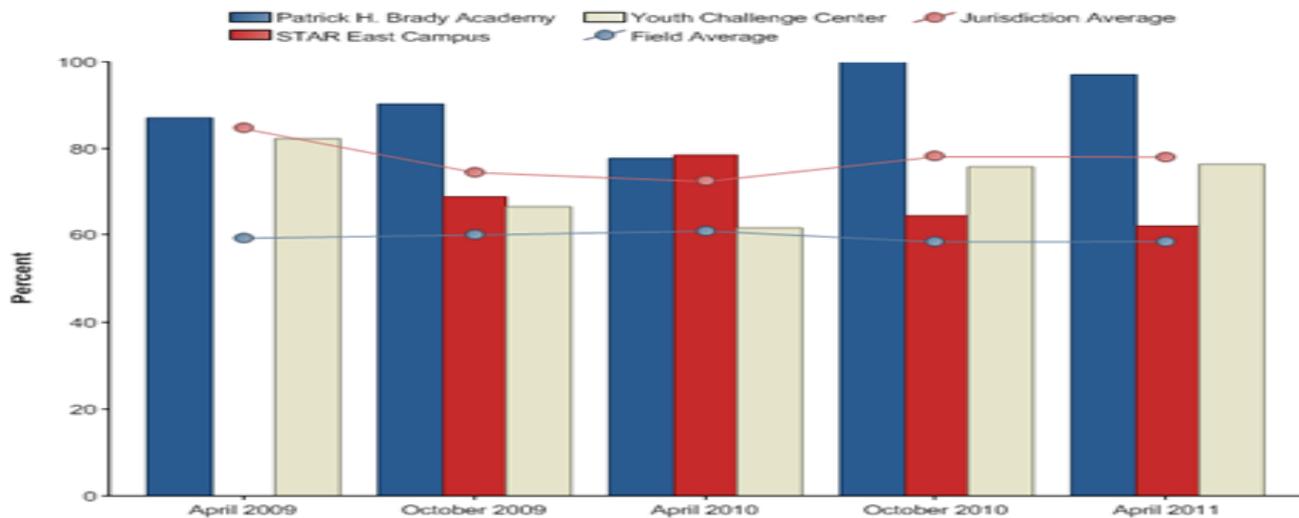
**Youth Challenge Center**

Percent of youth who report that policies governing telephone calls are implemented consistently were 76 percent in October and 76 percent in April.

### STAR PROGRAMS

**Programming 20**

Percent of youths who report that staff are "Very fair" or "Fair" in applying the rules about telephone calls.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>87%</b> 27.00 31.00	<b>90%</b> 28.00 31.00	<b>78%</b> 28.00 36.00	<b>100%</b> 33.00 33.00	<b>97%</b> 33.00 34.00
<b>STAR East Campus</b>		<b>69%</b> 20.00 29.00	<b>79%</b> 22.00 28.00	<b>65%</b> 31.00 48.00	<b>62%</b> 23.00 37.00
<b>Youth Challenge Center</b>	<b>82%</b> 28.00 34.00	<b>67%</b> 28.00 42.00	<b>62%</b> 21.00 34.00	<b>76%</b> 22.00 29.00	<b>76%</b> 26.00 34.00
<b>Field Average</b>	<b>59.42%</b> 1,691.00 2,846.00	<b>60.12%</b> 2,040.00 3,393.00	<b>61.07%</b> 2,185.00 3,578.00	<b>58.53%</b> 16.14 27.58	<b>58.62%</b> 16.22 27.66
<b>Jurisdiction Average</b>	<b>84.62%</b> 55.00 65.00	<b>74.51%</b> 78.00 102.00	<b>72.45%</b> 71.00 98.00	<b>78.18%</b> 86.00 110.00	<b>78.10%</b> 82.00 105.00

**Programming 21 Phone Contact**

**Percent of youth who report that they have had phone contact with a parent or guardian.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 96.23%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 94.53%.

**Youth Challenge Center**

A FIP was developed for this OM, along with the following OM's: (Programming 21, Justice 1, and Justice 6) in May 2002 and has been deemed successful and closed.

**Brady Academy**

Percent of youth who report that they've had phone contact with a parent or guardian increased to 97 percent in October and 97 percent in April.

**STAR East Camp**

Percent of youth who report that they've had phone contact with a parent or guardian was 98 percent in October and 100 percent in April.

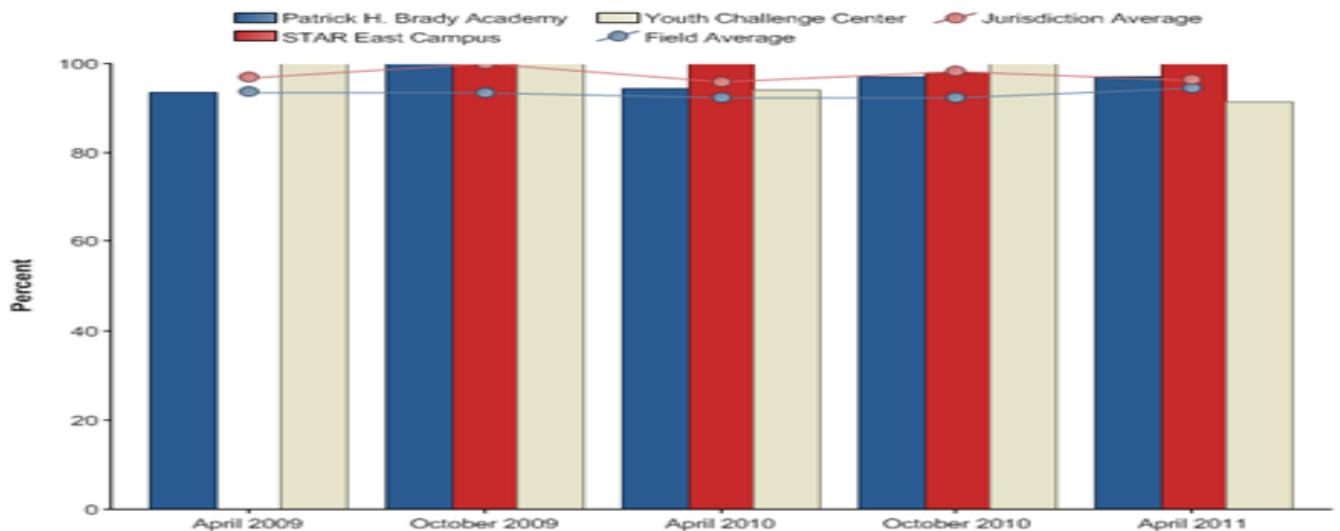
**Youth Challenge Center**

Percent of youth who report that they've had phone contact with a parent or guardian was 100 percent in October and 91 percent in April.

**STAR PROGRAMS**

**Programming 21**

Percent of youths who report that they have had phone contact with parent or guardian.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>94%</b> 29.00 / 31.00	<b>100%</b> 30.00 / 30.00	<b>94%</b> 34.00 / 36.00	<b>97%</b> 32.00 / 33.00	<b>97%</b> 33.00 / 34.00
<b>STAR East Campus</b>		<b>100%</b> 29.00 / 29.00	<b>100%</b> 28.00 / 28.00	<b>98%</b> 47.00 / 48.00	<b>100%</b> 37.00 / 37.00
<b>Youth Challenge Center</b>	<b>100%</b> 31.00 / 31.00	<b>100%</b> 42.00 / 42.00	<b>94%</b> 32.00 / 34.00	<b>100%</b> 31.00 / 31.00	<b>91%</b> 32.00 / 35.00
<b>Field Average</b>	<b>93.52%</b> 2,613.00 / 2,794.00	<b>93.45%</b> 3,139.00 / 3,359.00	<b>92.38%</b> 3,272.00 / 3,542.00	<b>92.33%</b> 25.73 / 27.86	<b>94.53%</b> 26.34 / 27.86
<b>Jurisdiction Average</b>	<b>96.77%</b> 60.00 / 62.00	<b>100.00%</b> 101.00 / 101.00	<b>95.92%</b> 94.00 / 98.00	<b>98.21%</b> 110.00 / 112.00	<b>96.23%</b> 102.00 / 106.00

**Programming 22 Visitations**

**Visitation per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.11%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 0.08%.

**Brady Academy**

The rate of visitation per 100 person days of confinement in October was .12 percent and .10 percent in April.

**STAR East Camp**

The rate of visitation per 100 person days of confinement in October was .06 percent and .14 percent in April.

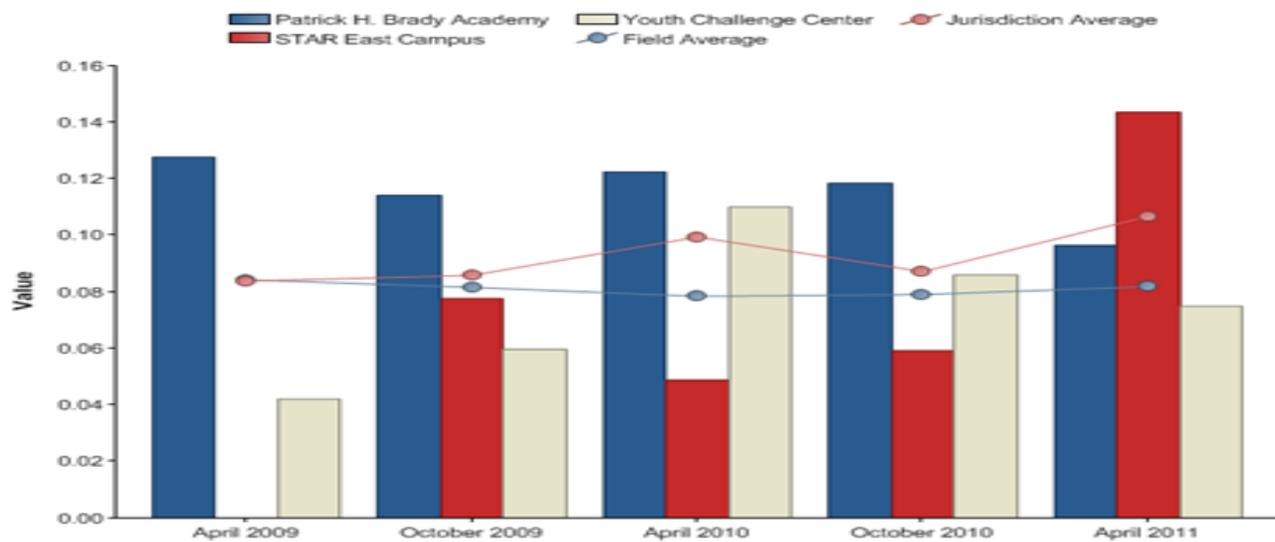
**Youth Challenge Center**

The rate of visitation per 100 person days of confinement in October was .09 percent and .08 percent in April.

**STAR PROGRAMS**

**Programming 22**

Visitation per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>0.13</b> 167.00 1,308.00	<b>0.11</b> 172.00 1,506.00	<b>0.12</b> 176.00 1,437.00	<b>0.12</b> 145.00 1,224.00	<b>0.10</b> 103.00 1,068.00
<b>STAR East Campus</b>		<b>0.08</b> 66.00 850.00	<b>0.05</b> 45.00 921.00	<b>0.06</b> 78.00 1,319.00	<b>0.14</b> 188.00 1,309.00
<b>Youth Challenge Center</b>	<b>0.04</b> 58.00 1,376.00	<b>0.06</b> 81.00 1,357.00	<b>0.11</b> 140.00 1,272.00	<b>0.09</b> 93.00 1,081.00	<b>0.08</b> 88.00 1,173.00
<b>Field Average</b>	<b>0.08</b> 21,989.00 260,856.00	<b>0.08</b> 24,011.00 294,102.00	<b>0.08</b> 21,459.00 273,439.00	<b>0.08</b> 169.40 2,141.67	<b>0.08</b> 159.02 1,941.29
<b>Jurisdiction Average</b>	<b>0.08</b> 225.00 2,684.00	<b>0.09</b> 319.00 3,713.00	<b>0.10</b> 361.00 3,630.00	<b>0.09</b> 316.00 3,624.00	<b>0.11</b> 379.00 3,550.00

### Programming 23 Community Volunteers

The number of community volunteers providing programming in the facility over the average daily youth population.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 1.06%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 0.87%.

#### STAR East Camp

A FIP was developed for this OM in April 2003 and has been deemed successful and formally closed. This FIP was re-opened in April 2011. See details below.

#### Brady Academy

The number of community volunteers providing programming over the average day count decreased to a rate of .68 percent in October and 1.21 percent in April.

#### STAR East Camp

The number of community volunteers providing programming over the average day count decreased to a rate of .66 percent in October and 1.01 percent in April.

#### Youth Challenge Center

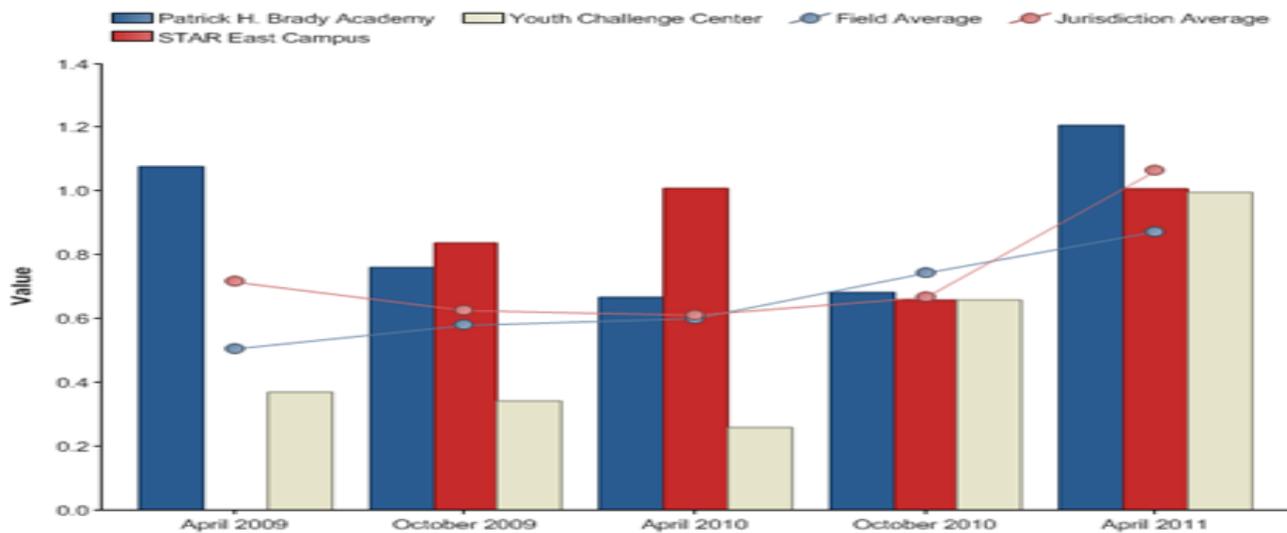
The number of community volunteers providing programming over the average day count decreased to a rate of .66 percent in October and 1.01 percent in April.

**Note:** Reporting of volunteers is for the data collection month only, not for the last 6 months.

### STAR PROGRAMS

#### Programming 23

The number of community volunteers providing programming in the facility over the average daily population.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>1.08</b> 47.00 43.60	<b>0.76</b> 37.00 48.58	<b>0.67</b> 32.00 47.90	<b>0.68</b> 27.00 39.48	<b>1.21</b> 43.00 35.60
STAR East Campus		<b>0.84</b> 23.00 27.42	<b>1.01</b> 31.00 30.70	<b>0.66</b> 30.00 45.48	<b>1.01</b> 44.00 43.63
Youth Challenge Center	<b>0.37</b> 17.00 45.87	<b>0.34</b> 15.00 43.77	<b>0.26</b> 11.00 42.40	<b>0.66</b> 23.00 34.87	<b>1.00</b> 39.00 39.10
Field Average	<b>0.51</b> 4,401.00 8,695.20	<b>0.58</b> 5,501.00 9,487.16	<b>0.60</b> 5,481.00 9,114.63	<b>0.74</b> 51.59 69.35	<b>0.87</b> 56.71 64.88
Jurisdiction Average	<b>0.72</b> 64.00 89.47	<b>0.63</b> 75.00 119.77	<b>0.61</b> 74.00 121.00	<b>0.67</b> 80.00 119.84	<b>1.06</b> 126.00 118.33

**Facility Improvement Plan for STAR East Campus**

Outcome Measure	Program	Current Value	Average Value	Goal
Programming 23- The number of community volunteers providing programming in the facility over the average daily youth population.	East Campus	1.01	.87	.80

**PbS Facility Improvement Plan: 7 Action Step Improvement Process**

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

**Action Step 1: Analysis of Performance:** For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

**Action Step 2: Creating Buy In:** For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

**Action Step 3: Setting Outcome Measure Goal:** Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

**Action Step 4: Improvement Process Action Steps:** The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

**Action Step 5: Interim Measures:** The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

**Action Step 6: Sustaining Performance:** The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

**Action Step 7: Performance Recognition:** The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

### Programming 24 Community Volunteer Programs

**Percent of facility programs that engages community volunteers.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 75.0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 34.66%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in October 2001 and has been deemed successful and formally closed.

**Brady Academy**

Percent of facility programs that engage community volunteers was 40 percent in October and 90 percent in April.

**STAR East Camp**

Percent of facility programs that engage community volunteers was 58 percent in October and in April.

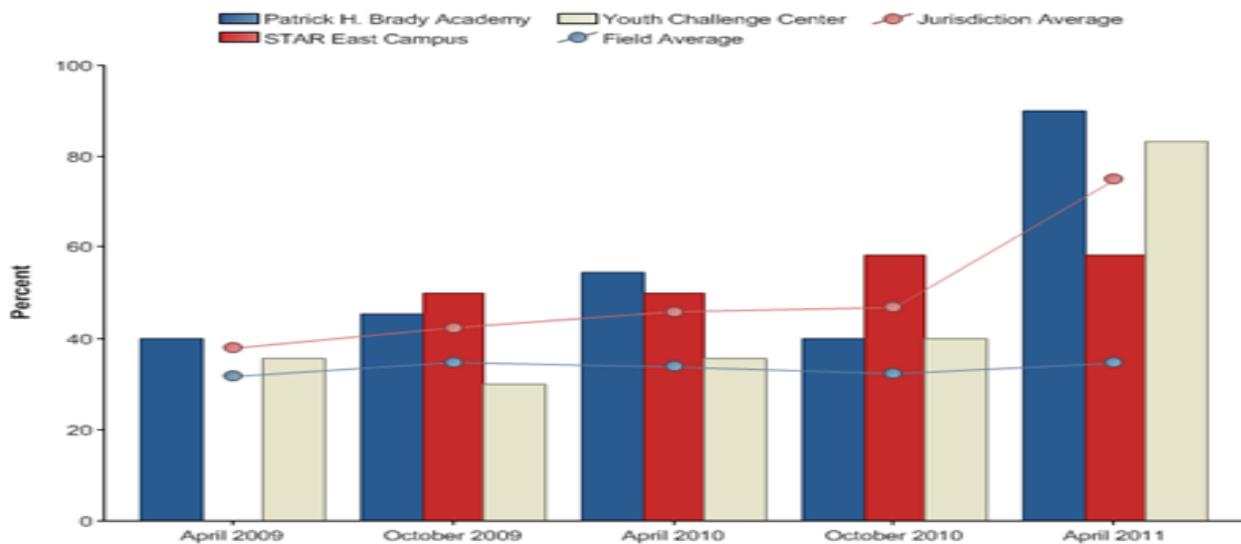
**Youth Challenge Center**

Percent of facility programs that engage community volunteers was 40 percent in October and 83 percent in April.

### STAR PROGRAMS

**Programming 24**

Percent of facility programs that engage community volunteers.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>40%</b> 6.00 15.00	<b>45%</b> 5.00 11.00	<b>55%</b> 6.00 11.00	<b>40%</b> 4.00 10.00	<b>90%</b> 9.00 10.00
<b>STAR East Campus</b>		<b>50%</b> 6.00 12.00	<b>50%</b> 6.00 12.00	<b>58%</b> 7.00 12.00	<b>58%</b> 7.00 12.00
<b>Youth Challenge Center</b>	<b>36%</b> 5.00 14.00	<b>30%</b> 3.00 10.00	<b>36%</b> 5.00 14.00	<b>40%</b> 4.00 10.00	<b>83%</b> 5.00 6.00
<b>Field Average</b>	<b>31.72%</b> 597.00 1,882.00	<b>34.80%</b> 831.00 2,388.00	<b>33.82%</b> 841.00 2,487.00	<b>32.34%</b> 6.23 19.27	<b>34.66%</b> 6.63 19.11
<b>Jurisdiction Average</b>	<b>37.93%</b> 11.00 29.00	<b>42.42%</b> 14.00 33.00	<b>45.95%</b> 17.00 37.00	<b>46.88%</b> 15.00 32.00	<b>75.00%</b> 21.00 28.00

**Programming 25 Higher Level at Release**

**Percent of youth who achieve a higher level by the time of release.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 98.89%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 82.58%.

**Brady Academy**

Percent of youth who achieve a higher level by the time of their release is 100 percent for October and April.

**STAR East Camp**

Percent of youth who achieve a higher level by the time of their release is 100 percent for October and 97 percent for April.

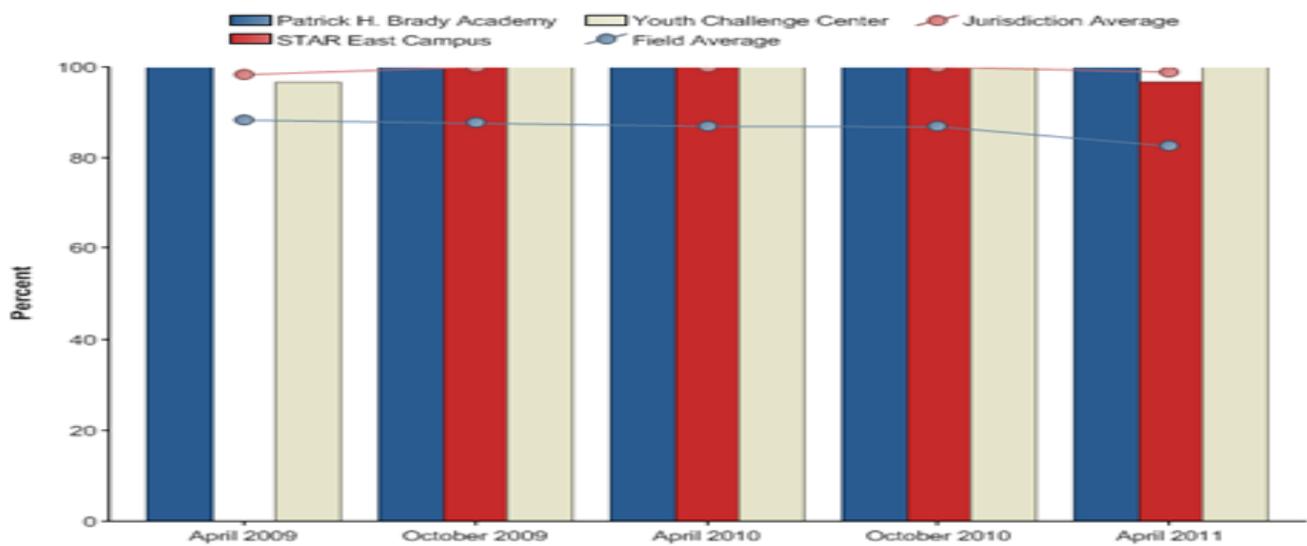
**Youth Challenge Center**

Percent of youth who achieve a higher level by the time of their release is 100 percent for October and 100 percent for April.

**STAR PROGRAMS**

**Programming 25**

Percent of youths who achieve a higher level by the time of release.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	97% 29.00 30.00
Youth Challenge Center	97% 29.00 30.00	100% 30.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	88.34% 2,288.00 2,590.00	87.63% 2,536.00 2,894.00	86.96% 2,481.00 2,853.00	86.86% 20.28 23.35	82.58% 17.64 21.36
Jurisdiction Average	98.33% 59.00 60.00	100.00% 90.00 90.00	100.00% 91.00 91.00	100.00% 90.00 90.00	98.89% 89.00 90.00

**Programming 26 Youth’s Understanding of Facility Level System**

**Percent of youth who say they understand their facility’s level system.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 97.17%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 93.55%.

**STAR East Camp**

An (FIP) was developed for the (OM) in October 2008. The (team has deemed it successful and it has been closed.

**Brady Academy**

In October and in April 100 percent of youth say they understand their facility’s level system.

**STAR East Camp**

In October, 98 percent of youth say they understand their facility’s level system. In April, 92 percent of youth say they understand the facilities level system.

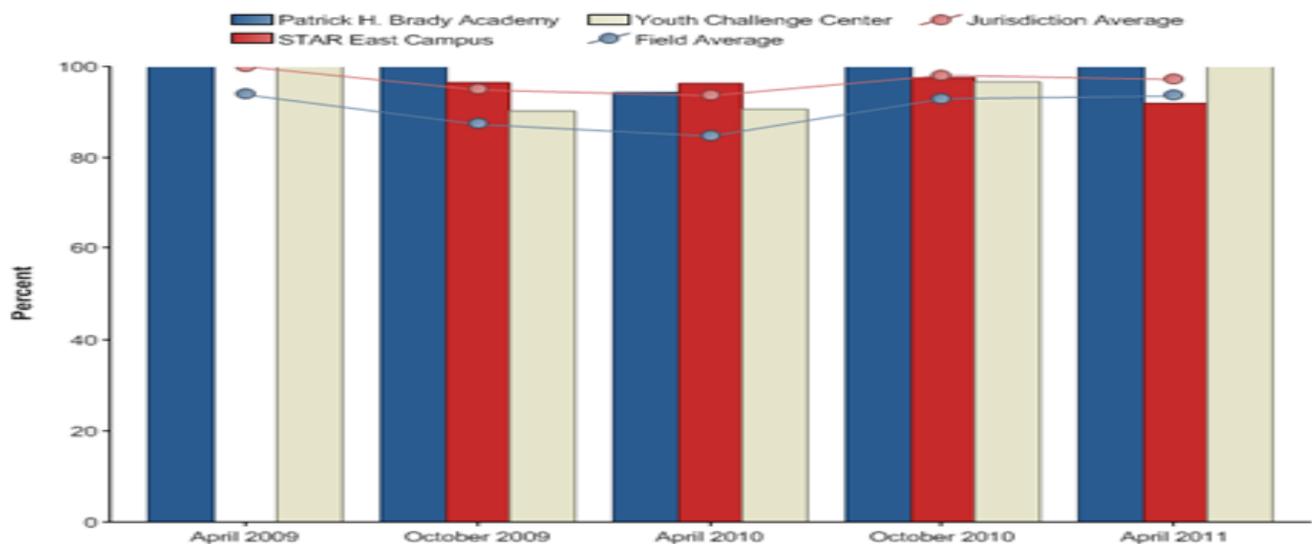
**Youth Challenge Center**

In October, 97 percent of youth say they understand their facility’s level system. In April, 100 percent of youth say they understand the facilities level system.

**STAR PROGRAMS**

**Programming 26**

Percent of youths who say they understand their facility’s level system.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>100%</b> 31.00 / 31.00	<b>100%</b> 29.00 / 29.00	<b>94%</b> 33.00 / 35.00	<b>100%</b> 33.00 / 33.00	<b>100%</b> 34.00 / 34.00
STAR East Campus		<b>96%</b> 27.00 / 28.00	<b>96%</b> 28.00 / 27.00	<b>98%</b> 40.00 / 41.00	<b>92%</b> 34.00 / 37.00
Youth Challenge Center	<b>100%</b> 30.00 / 30.00	<b>90%</b> 37.00 / 41.00	<b>91%</b> 29.00 / 32.00	<b>97%</b> 29.00 / 30.00	<b>100%</b> 35.00 / 35.00
Field Average	<b>93.83%</b> 2,173.00 / 2,316.00	<b>87.30%</b> 2,468.00 / 2,827.00	<b>84.74%</b> 2,576.00 / 3,040.00	<b>92.92%</b> 21.19 / 22.80	<b>93.55%</b> 22.88 / 24.46
Jurisdiction Average	<b>100.00%</b> 61.00 / 61.00	<b>94.90%</b> 93.00 / 98.00	<b>93.62%</b> 88.00 / 94.00	<b>98.08%</b> 102.00 / 104.00	<b>97.17%</b> 103.00 / 106.00

**Programming 27 Youth's Knowing Level**

**Percent of Youth who know what level they are on.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 99.06%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 94.81%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in May 2002 and has been deemed successful and formally closed.

**Brady Academy**

In October 100 percent of youth knew what level they were on and 100 percent of youth knew what level they were on in April.

**STAR East Camp**

In October 100 percent of youth knew what level they were on and 100 percent of youth knew what level they were on in April.

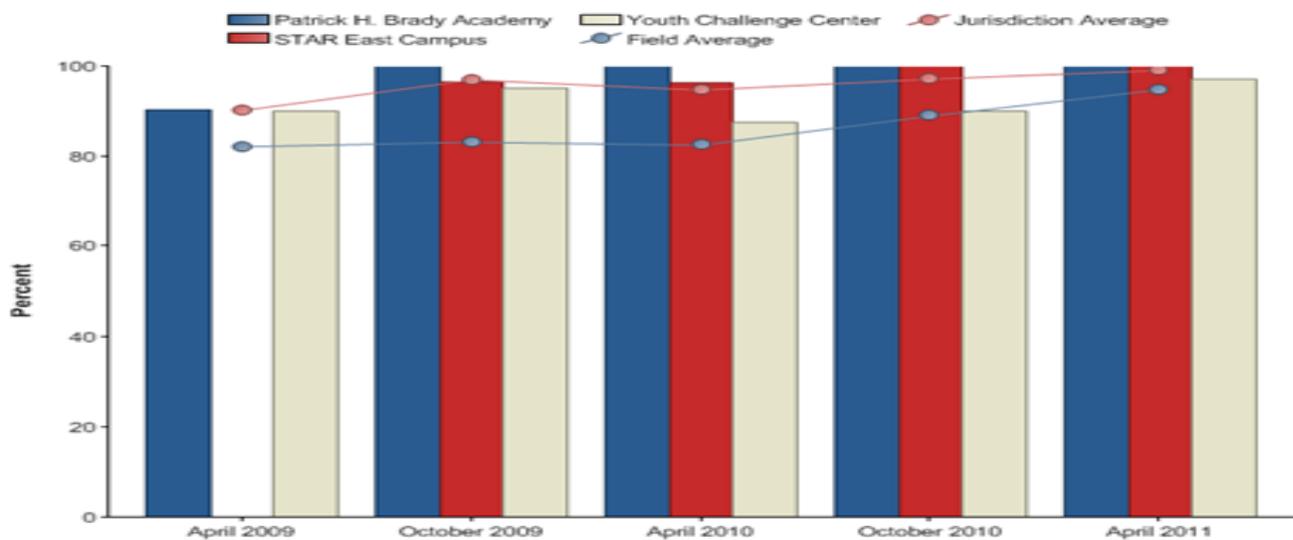
**Youth Challenge Center**

In October 90 percent of youth knew what level they were on and 97 percent of youth knew what level they were on in April.

**STAR PROGRAMS**

**Programming 27**

Percent of youths who know what level they are on.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>90%</b> 28.00 31.00	<b>100%</b> 29.00 29.00	<b>100%</b> 35.00 35.00	<b>100%</b> 33.00 33.00	<b>100%</b> 34.00 34.00
<b>STAR East Campus</b>		<b>96%</b> 27.00 28.00	<b>96%</b> 26.00 27.00	<b>100%</b> 41.00 41.00	<b>100%</b> 37.00 37.00
<b>Youth Challenge Center</b>	<b>90%</b> 27.00 30.00	<b>95%</b> 39.00 41.00	<b>88%</b> 28.00 32.00	<b>90%</b> 27.00 30.00	<b>97%</b> 34.00 35.00
<b>Field Average</b>	<b>82.12%</b> 1,902.00 2,316.00	<b>83.13%</b> 2,350.00 2,827.00	<b>82.47%</b> 2,507.00 3,040.00	<b>88.94%</b> 20.28 22.80	<b>94.81%</b> 23.19 24.48
<b>Jurisdiction Average</b>	<b>90.16%</b> 55.00 61.00	<b>96.94%</b> 95.00 98.00	<b>94.68%</b> 89.00 94.00	<b>97.12%</b> 101.00 104.00	<b>99.06%</b> 105.00 106.00



**Health**

This includes intake, ITP implementation and juvenile awareness of services.

**Health 1 Intake Screening: Complete**

**Percent of youth presented for admission who had a complete intake screening by trained or qualified staff.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 94.64%.

**Brady Academy**

In October and April 100 percent of youth had complete intake screenings completed.

**STAR East Camp**

In October and April 100 percent of youth had complete intake screenings completed.

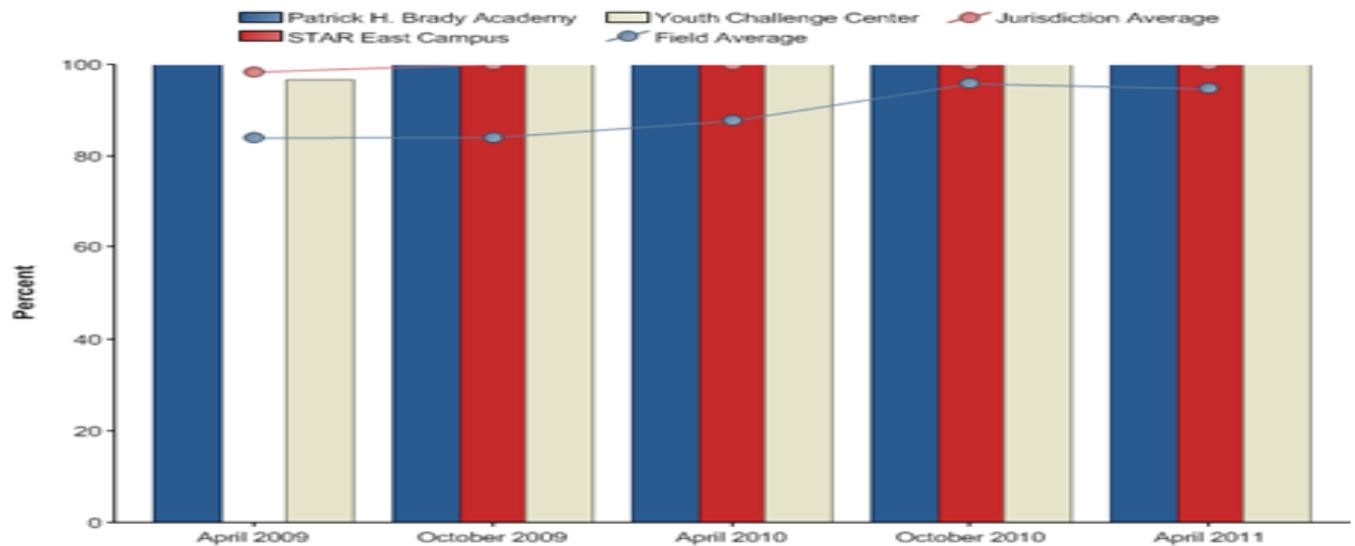
**Youth Challenge Center**

In October and April 100 percent of youth had complete intake screenings completed.

**STAR PROGRAMS**

**Health 01**

Percent of youths presented for admission who had a complete intake screening completed by trained or qualified staff.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00
STAR East Campus		100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00	100% 30.00 / 30.00
Youth Challenge Center	97% 29.00 / 30.00	100% 30.00 / 30.00	100% 31.00 / 31.00	100% 30.00 / 30.00	100% 30.00 / 30.00
Field Average	83.98% 2,175.00 / 2,590.00	84.04% 2,422.00 / 2,894.00	87.66% 2,501.00 / 2,853.00	95.78% 22.38 / 23.35	94.64% 20.21 / 21.38
Jurisdiction Average	98.33% 59.00 / 60.00	100.00% 90.00 / 90.00	100.00% 91.00 / 91.00	100.00% 90.00 / 90.00	100.00% 90.00 / 90.00

### Health 2 Intake Screening: Health

**Percent of youth presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 82.23%.

**Brady Academy**

In October and April 100 percent of youth health screenings were recorded.

**STAR East Camp**

In October and April 100 percent of youth health screenings were recorded.

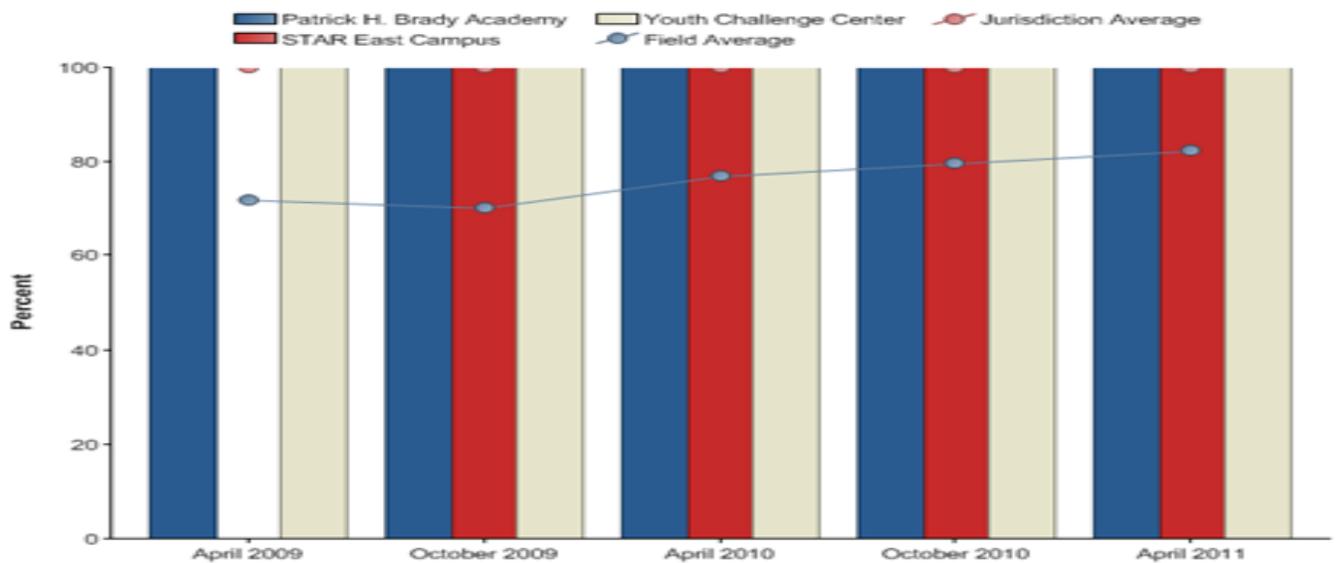
**Youth Challenge Center**

In October and April 100 percent of youth health screenings were recorded.

### STAR PROGRAMS

**Health 02**

Percent of youths presented for admission who had a health intake screening completed by trained or qualified staff in one hour or less.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>STAR East Campus</b>		<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Youth Challenge Center</b>	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 31.00 31.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Field Average</b>	<b>71.81%</b> 1,880.00 2,590.00	<b>70.11%</b> 2,029.00 2,894.00	<b>76.83%</b> 2,192.00 2,853.00	<b>79.56%</b> 18.58 23.35	<b>82.23%</b> 17.58 21.38
<b>Jurisdiction Average</b>	<b>100.00%</b> 90.00 90.00	<b>100.00%</b> 90.00 90.00	<b>100.00%</b> 91.00 91.00	<b>100.00%</b> 90.00 90.00	<b>100.00%</b> 90.00 90.00

### Health 3 Intake Screening: Mental Health

**Percent of youth presented for admission that had a mental health intake screening completed by trained or qualified staff in one hour or less.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 82.94%.

**Brady Academy**

In October 100 percent of youth had MH screenings completed in this program. In April 100 percent of youth MH screenings were recorded.

**STAR East Camp**

In October 100 percent of youth had MH screenings completed in this 100 program. In April 100 percent of youth MH screenings were recorded.

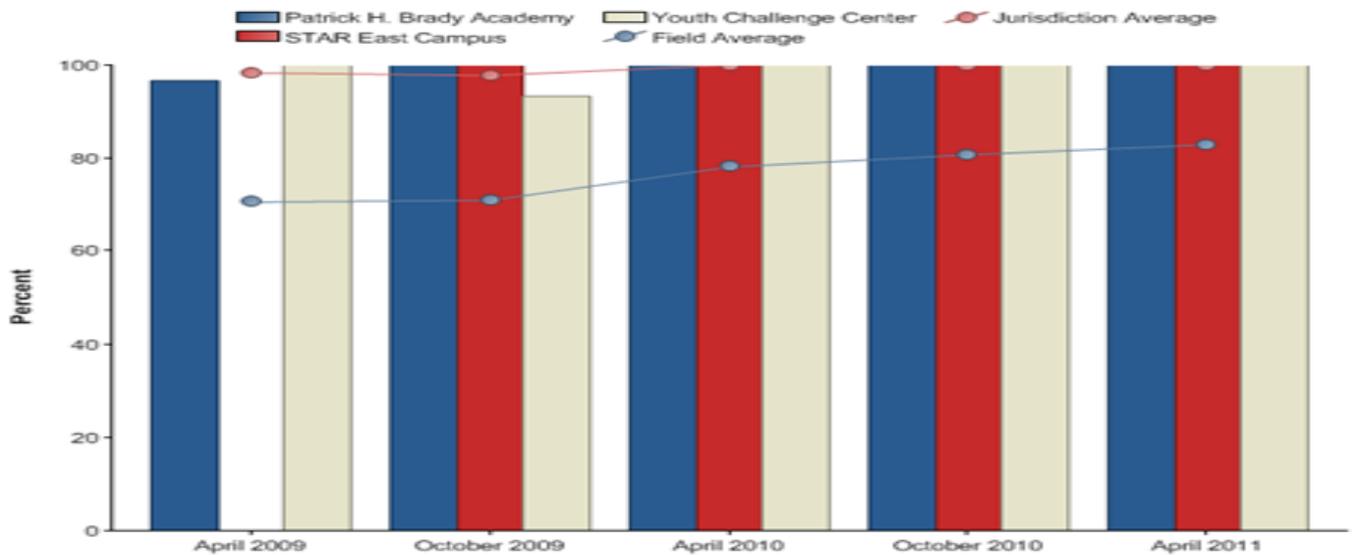
**Youth Challenge Center**

In October 100 percent of youth had MH screenings completed in this program. In April 100 percent of youth MH screenings were recorded.

### STAR PROGRAMS

**Health 03**

Percent of youths presented for admission who had a mental health intake screening completed by trained or qualified staff in one hour or less.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>97%</b> 29.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>STAR East Campus</b>		<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Youth Challenge Center</b>	<b>100%</b> 30.00 30.00	<b>93%</b> 28.00 30.00	<b>100%</b> 31.00 31.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Field Average</b>	<b>70.58%</b> 1,525.00 2,160.00	<b>70.97%</b> 2,034.00 2,864.00	<b>78.13%</b> 2,229.00 2,853.00	<b>80.76%</b> 15.55 23.35	<b>82.94%</b> 17.71 21.36
<b>Jurisdiction Average</b>	<b>98.33%</b> 59.00 60.00	<b>97.78%</b> 55.00 56.00	<b>100.00%</b> 91.00 91.00	<b>100.00%</b> 90.00 90.00	<b>100.00%</b> 90.00 90.00

**Health 4 Intake Screening: Suicide Prevention**

**Percent of youth presented for admission that had a suicide prevention screening completed by trained or qualified staff in one hour or less.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 83.75%.

**Brady Academy**

In October 100 percent of youth had SP screenings completed in this program. In April 100 percent of youth SP screenings were recorded.

**STAR East Camp**

In October 100 percent of youth had SP screenings completed in this program. In April 100 percent of youth SP screenings were recorded.

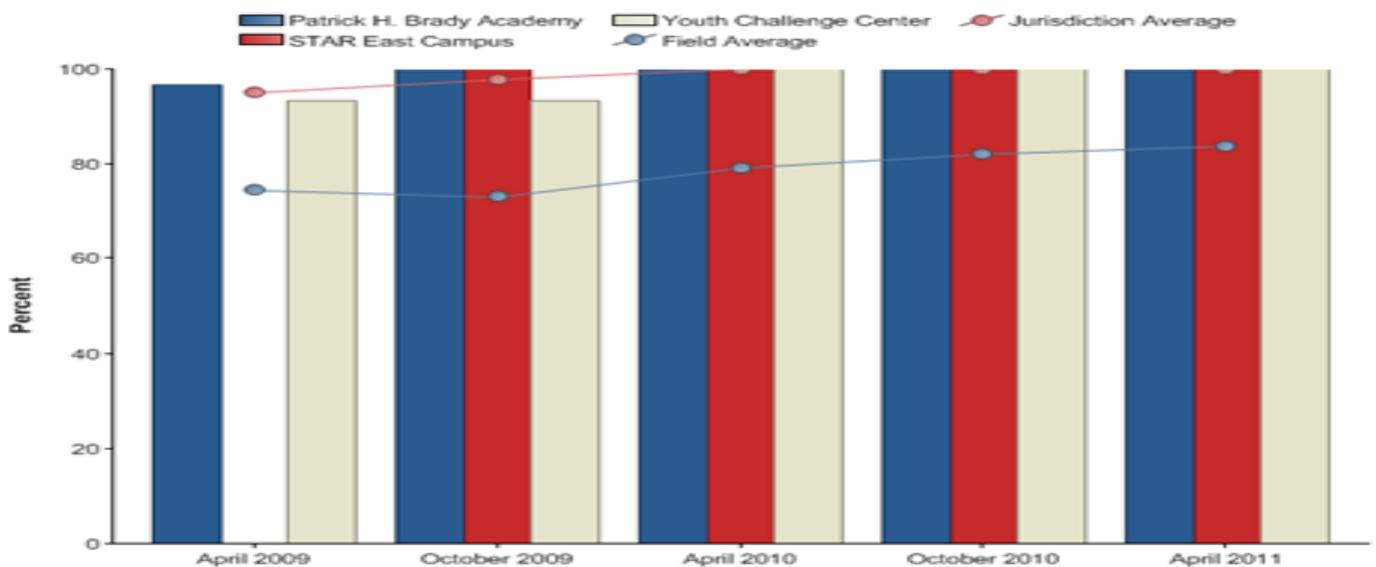
**Youth Challenge Center**

In October 100 percent of youth had SP screenings completed in this program. In April 100 percent of youth SP screenings were recorded.

**STAR PROGRAMS**

**Health 04**

Percent of youths presented for admission who had a suicide prevention screening completed by trained or qualified staff in one hour or less.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	97% 29.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
Youth Challenge Center	93% 28.00 30.00	93% 28.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	74.44% 1,925.00 2,590.00	72.98% 2,112.00 2,894.00	79.14% 2,255.00 2,853.00	82.06% 19.16 23.35	83.75% 17.59 21.35
Jurisdiction Average	95.00% 57.00 60.00	97.78% 55.00 60.00	100.00% 61.00 61.00	100.00% 60.00 60.00	100.00% 60.00 60.00

**Health 5 Intake Screening: Completed in less than 1 hour**

**Percent of youth presented for admission that had an intake screening completed by trained or qualified staff in one hour or less.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 75.63%.

**Brady Academy**

In October 100 percent of youth had intake screenings completed in one hour or less from the time of admissions. In April 100 percent of youth intake screenings were recorded.

**STAR East Camp**

In October 100 percent of youth had intake screenings completed in one hour or less from the time of admissions. In April 100 percent of youth intake screenings were recorded.

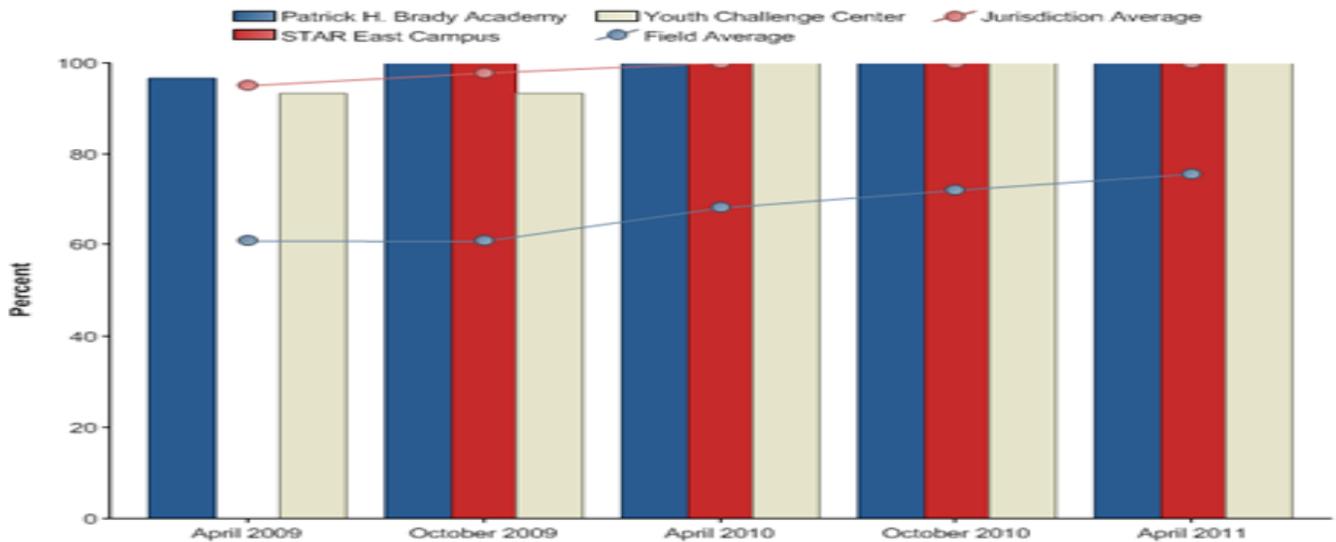
**Youth Challenge Center**

In October 100 percent of youth had intake screenings completed in one hour or less from the time of admissions. In April 100 percent of youth intake screenings were recorded.

**STAR PROGRAMS**

**Health 05**

Percent of youths presented for admission who had an intake screening completed by trained or qualified staff one hour or less from the time of admission.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	97% 29.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
Youth Challenge Center	93% 28.00 30.00	93% 28.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	60.93% 1,375.00 2,258.00	60.85% 1,781.00 2,924.00	68.17% 1,945.00 2,853.00	72.06% 16.83 23.25	75.63% 16.15 21.26
Jurisdiction Average	95.00% 87.00 90.00	97.78% 88.00 90.00	100.00% 91.00 91.00	100.00% 90.00 90.00	100.00% 90.00 90.00

**Health 6 Intake Screening: Completed before assigned to housing unit**

**Percent of youth presented for admission whose intake screenings were completed by trained or qualified staff, before they were assigned to housing units.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 74.67%.

**Brady Academy**

Percent of youth at admission whose intake screenings were completed before they were assigned housing units was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth at admission whose intake screenings were completed before they were assigned housing units was 100 percent in October and 100 percent in April.

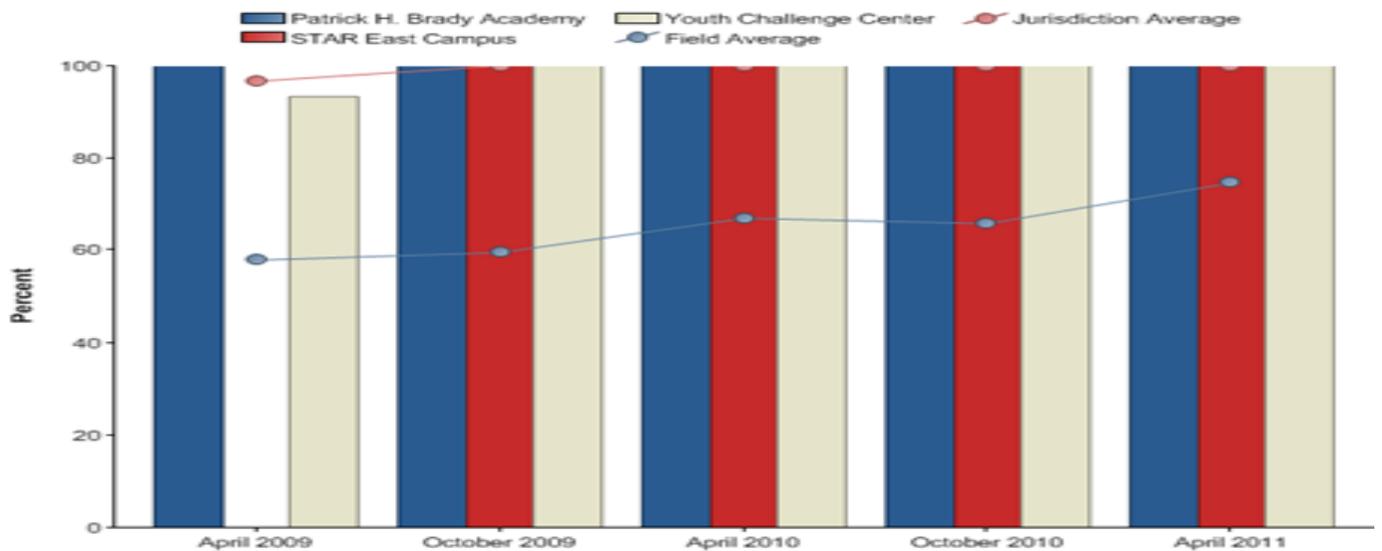
**Youth Challenge Center**

Percent of youth at admission whose intake screenings were completed before they were assigned housing units was 100 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Health 06**

Percent of youths presented for admission whose intake screenings were completed by trained or qualified staff before they were assigned to housing units.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
Youth Challenge Center	93% 35.00 30.00	100% 30.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	57.92% 1,500.00 2,590.00	59.57% 1,724.00 2,894.00	66.98% 1,911.00 2,852.00	65.83% 15.37 23.35	74.67% 15.95 21.35
Jurisdiction Average	96.67% 35.00 60.00	100.00% 30.00 30.00	100.00% 31.00 31.00	100.00% 30.00 30.00	100.00% 30.00 30.00

**Health 7 Completed: Health Assessment**

**Percent of youth presented for admission whose health assessments were completed by trained or qualified staff within seven days.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 89.57%.

**Youth Challenge Center**

A FIP was developed for this OM in October 2001 and has been deemed successful and closed.

**Brady Academy**

The percent of youth admitted who had health assessments completed within 7 days is 100 percent for October and 1000 for April.

**STAR East Camp**

The percent of youth admitted who had health assessments completed within 7 days is 100 percent for October and 100 for April.

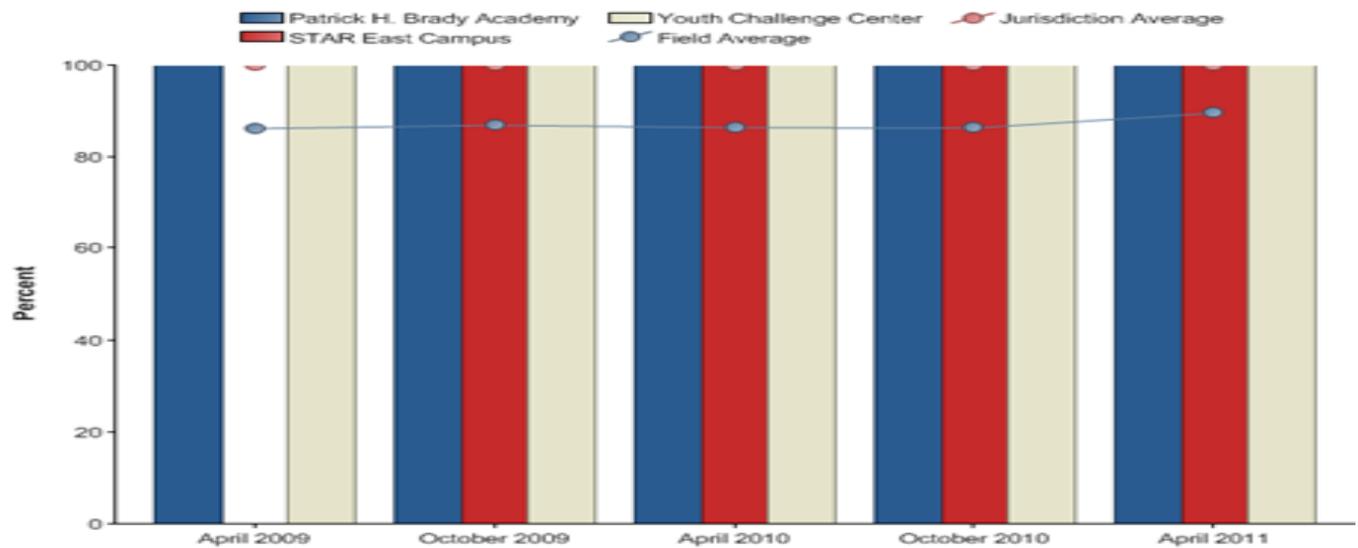
**Youth Challenge Center**

The percent of youth admitted who had health assessments completed within 7 days is 100 percent for October and April.

**STAR PROGRAMS**

**Health 07**

Percent of youths presented for admission whose health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
Youth Challenge Center	100% 30.00 30.00	100% 30.00 30.00	100% 31.00 31.00	100% 30.00 30.00	100% 30.00 30.00
Field Average	86.18% 2,222.00 2,590.00	86.90% 2,515.00 2,894.00	86.40% 2,485.00 2,882.00	86.31% 20.15 23.35	89.57% 19.13 21.38
Jurisdiction Average	100.00% 90.00 90.00	100.00% 90.00 90.00	100.00% 91.00 91.00	100.00% 90.00 90.00	100.00% 90.00 90.00

### Health 8 Completed: Mental Health Assessment

**Percent of youth presented for admission whose mental health assessments were completed by trained or qualified staff within seven days.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 91.11%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 78.36%.

**Brady Academy**

The youth who had mental health assessments completed within 7 days of Admissions was 93 percent in October and in April.

**STAR East Camp**

The youth who had mental health assessments completed within 7 days of admissions was 97percent in October and 83 percent in April.

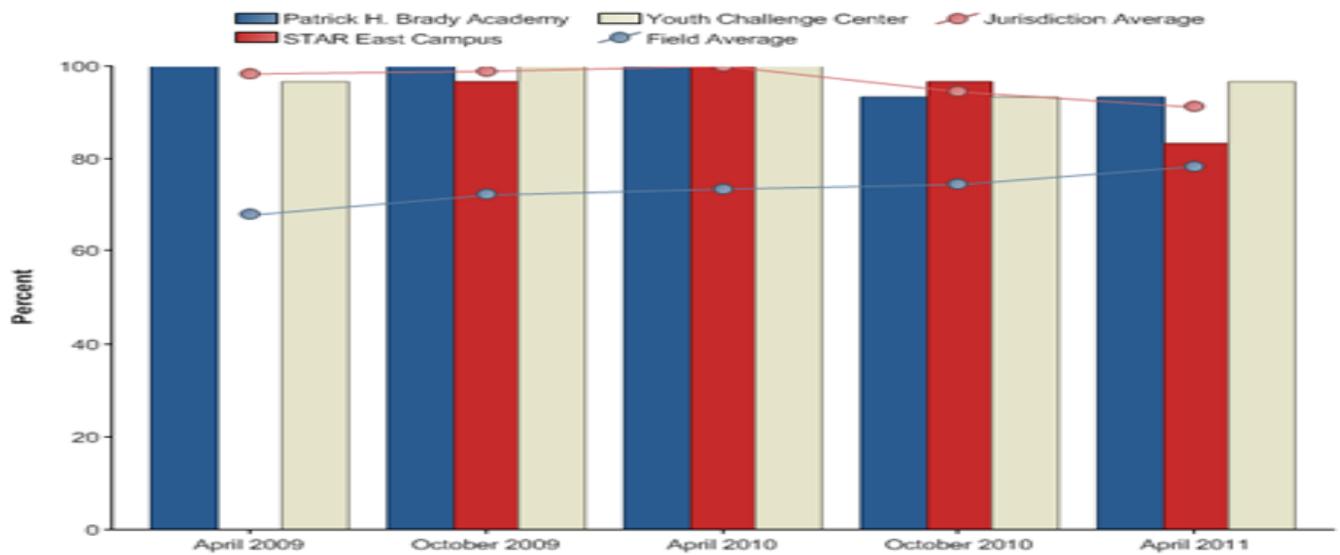
**Youth Challenge Center**

The youth who had mental health assessments completed within 7 days of admissions was 93 percent in October and 97 percent in April.

### STAR PROGRAMS

**Health 08**

Percent of youths presented for admission whose mental health assessments were completed by trained or qualified staff 6 months prior to or within 7 days from admission.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	93% 25.00 30.00	93% 25.00 30.00
STAR East Campus		97% 29.00 30.00	100% 30.00 30.00	97% 29.00 30.00	83% 25.00 30.00
Youth Challenge Center	97% 29.00 30.00	100% 30.00 30.00	100% 31.00 31.00	93% 25.00 30.00	97% 29.00 30.00
Field Average	67.84% 1,757.00 2,590.00	72.18% 2,059.00 2,854.00	73.47% 2,096.00 2,853.00	74.46% 17.39 23.35	78.36% 16.73 21.36
Jurisdiction Average	98.33% 89.00 90.00	98.89% 89.00 90.00	100.00% 91.00 91.00	94.44% 85.00 90.00	91.11% 82.00 90.00

### Health 11 Health Care Treatment

Percent of youth confined for more than 60 days whose records indicate that they received the health treatment prescribed by their individual treatment plans.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 88.31%.

#### Brady Academy

Percent of juveniles confined for over 60 days whose records indicate they received the health treatment as prescribed by their ITP is 100 percent for October and 100 percent for April.

#### STAR East Camp

Percent of juveniles confined for over 60 days whose records indicate they received the health treatment as prescribed by their ITP is 100 percent for October and for April.

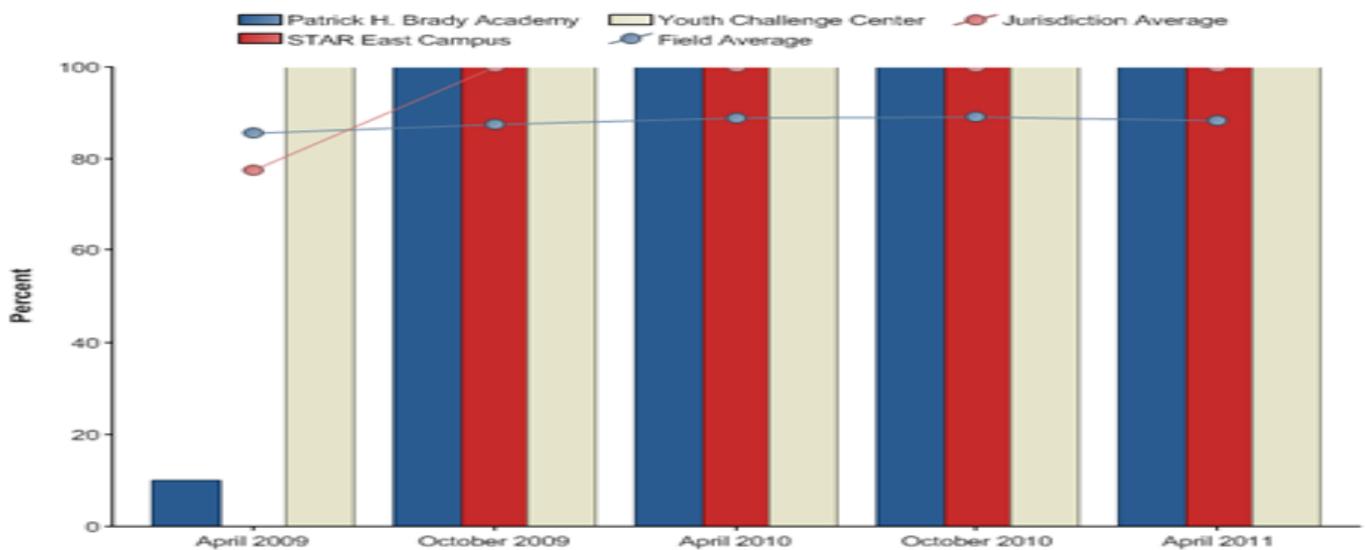
#### Youth Challenge Center

Percent of juveniles confined for over 60 days whose records indicate they received the health treatment as prescribed by their ITP is 100 percent for October and for April.

## STAR PROGRAMS

### Health 11

Percent of youths confined for more than 60 days whose records indicated that they received the health treatment prescribed by their individual treatment plans.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	10% 1.00 10.00	100% 17.00 17.00	100% 5.00 5.00	100% 13.00 13.00	100% 15.00 15.00
STAR East Campus		100% 3.00 3.00	100% 20.00 20.00	100% 23.00 23.00	100% 22.00 22.00
Youth Challenge Center	100% 30.00 30.00	100% 19.00 19.00	100% 20.00 20.00	100% 12.00 12.00	100% 21.00 21.00
Field Average	85.58% 1,312.00 1,533.00	87.48% 1,433.00 1,635.00	88.90% 1,425.00 1,604.00	89.13% 10.50 11.75	88.31% 9.39 10.63
Jurisdiction Average	77.50% 31.00 40.00	100.00% 39.00 39.00	100.00% 45.00 45.00	100.00% 45.00 45.00	100.00% 55.00 55.00

### Health 12 Mental Health Treatment

Percent of youth confined for more than 60 days whose records indicate that they received the mental health treatment prescribed by their individual treatment plans.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 98.28%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 91.28%.

#### Brady Academy

Percent of juveniles confined for over 60 days whose records indicate they received Mental Health treatment as prescribed by their ITP is 100 percent for October and 100 percent in April.

#### STAR East Camp

Percent of juveniles confined for over 60 days whose records indicate they received Mental Health treatment as prescribed by their ITP is 100 percent for October and 96 percent for April.

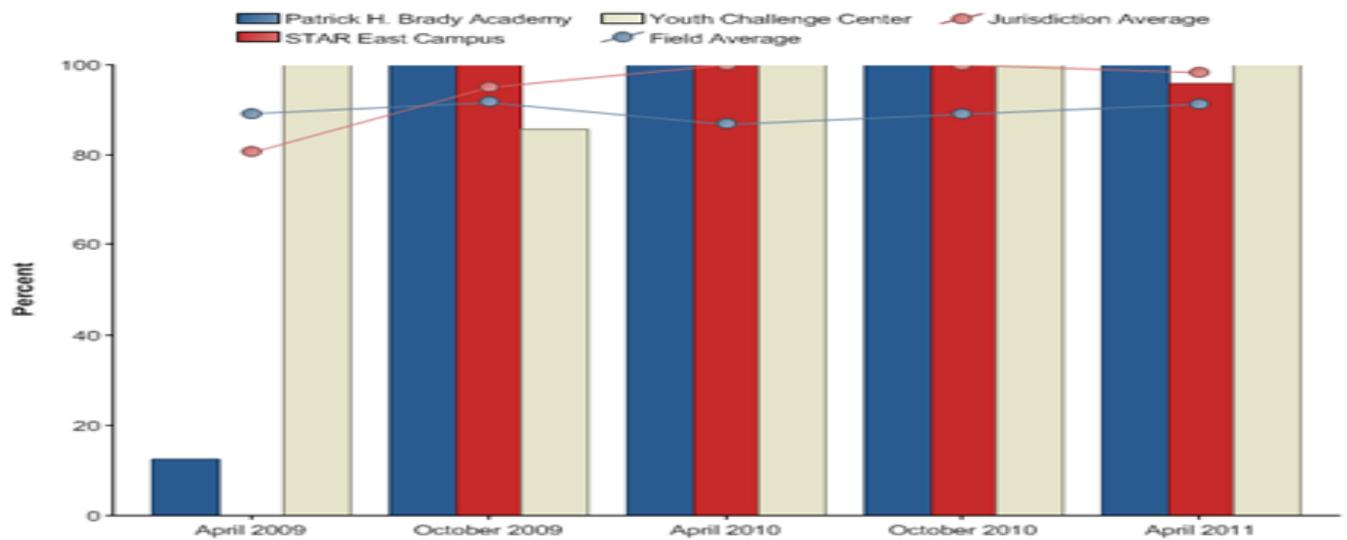
#### Youth Challenge Center

Percent of juveniles confined for over 60 days whose records indicate they received Mental Health treatment as prescribed by their ITP is 100 percent for October and 100 percent in April.

### STAR PROGRAMS

#### Health 12

Percent of youths confined for more than 60 days whose records indicate they received the mental health treatment prescribed by their individual treatment plans.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	13% 1.00 8.00	100% 5.00 5.00	100% 3.00 3.00	100% 10.00 10.00	100% 15.00 15.00
STAR East Campus		100% 5.00 5.00	100% 21.00 21.00	100% 19.00 19.00	96% 23.00 24.00
Youth Challenge Center	100% 25.00 25.00	86% 6.00 7.00	100% 15.00 15.00	100% 5.00 5.00	100% 19.00 19.00
Field Average	89.19% 1,359.00 1,745.00	91.65% 1,765.00 1,929.00	86.77% 1,365.00 1,577.00	89.07% 12.25 13.55	91.28% 11.90 13.04
Jurisdiction Average	80.56% 29.00 36.00	95.00% 19.00 20.00	100.00% 39.00 39.00	100.00% 37.00 37.00	98.28% 57.00 58.00

### Health 13 Substance Abuse Treatment

Percent of youth confined for more than 60 days whose records indicate that they received the substance abuse treatment prescribed by their individual treatment plans.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 98.48%.

#### National Average/Field Average

The national average for this outcome measure (OM) is currently 84.41%.

#### Brady Academy

A FIP was developed for this OM in October 2001 and has been deemed successful and closed.

#### Brady Academy

Percent of juveniles confined for over 60 days whose records indicate they received substance abuse treatment as prescribed by their ITP is 100 percent for October and for April.

#### STAR East Camp

Percent of juveniles confined for over 60 days whose records indicate they received substance abuse treatment as prescribed by their ITP is 100 percent for October and 96 percent in April.

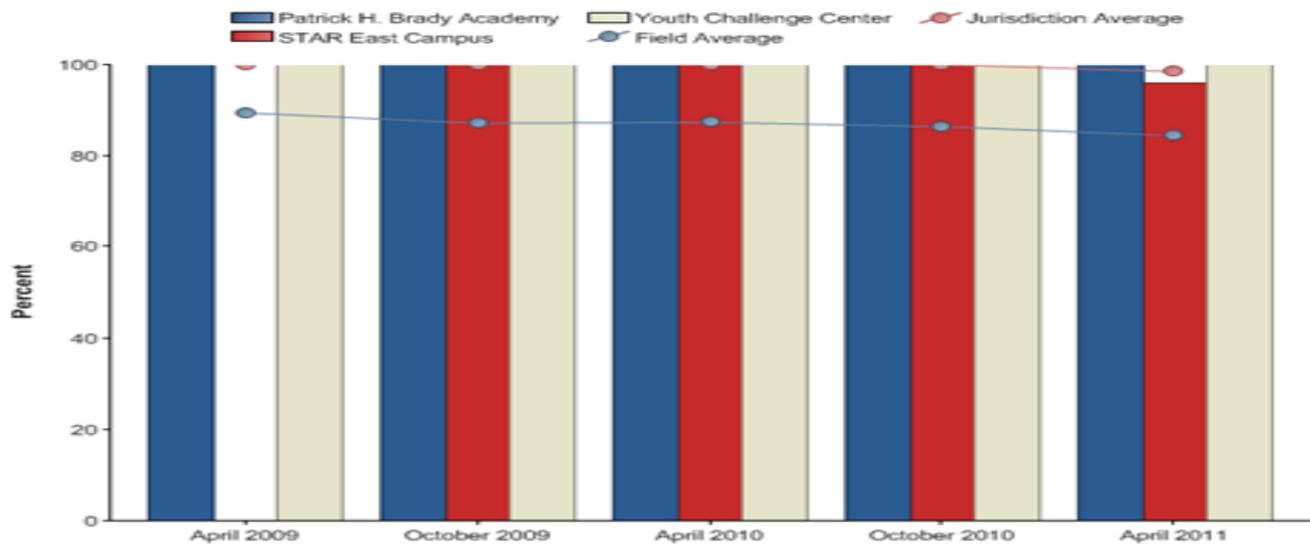
#### Youth Challenge Center

Percent of juveniles confined for over 60 days whose records indicate they received substance abuse treatment as prescribed by their ITP is 100 percent for October and 100 percent in April.

## STAR PROGRAMS

### Health 13

Percent of youths confined for more than 60 days whose records indicate they received the substance abuse treatment prescribed by their individual treatment plans.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 22.00 / 22.00	100% 22.00 / 22.00	100% 22.00 / 22.00	100% 17.00 / 17.00	100% 13.00 / 13.00
STAR East Campus	100% 25.00 / 25.00	100% 19.00 / 19.00	100% 25.00 / 25.00	100% 25.00 / 25.00	96% 24.00 / 25.00
Youth Challenge Center	100% 25.00 / 25.00	100% 25.00 / 25.00	100% 30.00 / 30.00	100% 25.00 / 25.00	100% 25.00 / 25.00
Field Average	89.43% 1,676.00 / 1,874.00	87.16% 1,528.00 / 1,755.00	87.38% 1,731.00 / 1,984.00	86.43% 12.66 / 15.80	84.41% 12.14 / 14.39
Jurisdiction Average	100.00% 51.00 / 51.00	100.00% 69.00 / 69.00	100.00% 75.00 / 75.00	100.00% 71.00 / 71.00	98.48% 65.00 / 66.00

### Health 14 Physical Fitness Assessment

**Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 84.09%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 30.13%.

**Brady Academy**

A FIP was developed for this OM in April 2003, April 2005, October 2008, and October 2009 and has been deemed successful and formally closed.

**STAR East Camp**

A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed.

**Brady Academy**

Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release was 93 percent in October and 93 percent in April.

**STAR East Camp**

Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release was 93 percent in October and 79 percent in April.

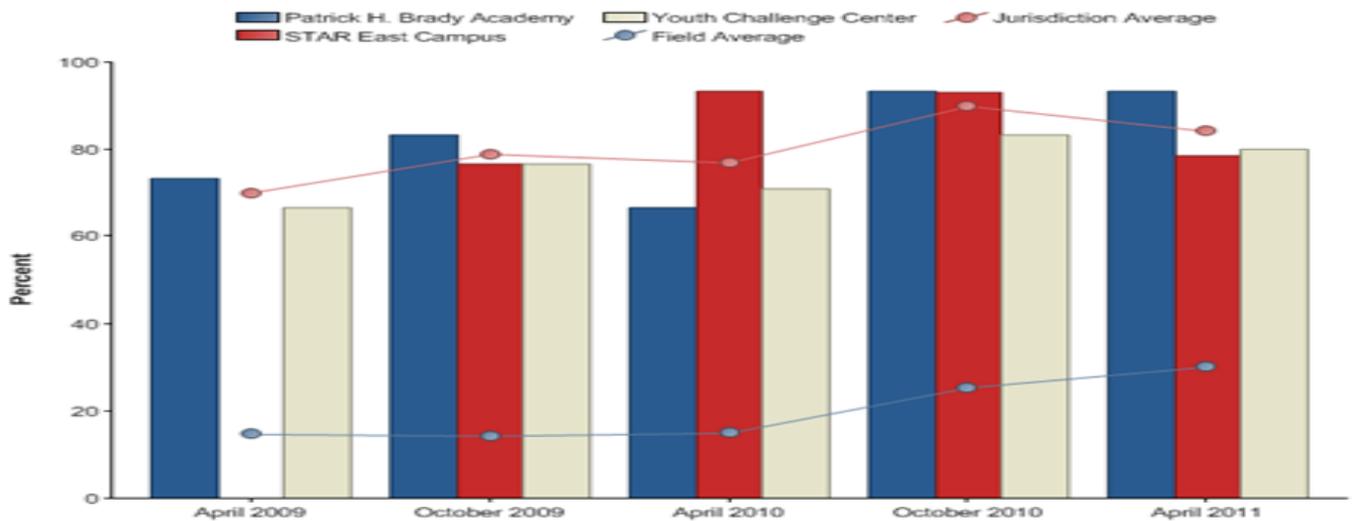
**Youth Challenge Center**

Percent of youth whose records indicate that their performance on standardized physical fitness assessments increased between admission and release was 83 percent in October and 80 percent in April.

### STAR PROGRAMS

**Health 14**

Percent of youths whose records indicate that their performance on standardized physical fitness assessments increased between admission and release.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	73% 22.00 30.00	83% 25.00 30.00	67% 20.00 30.00	93% 25.00 30.00	93% 25.00 30.00
STAR East Campus		77% 23.00 30.00	93% 25.00 30.00	93% 27.00 30.00	79% 22.00 30.00
Youth Challenge Center	67% 20.00 30.00	77% 23.00 30.00	71% 22.00 31.00	83% 25.00 30.00	80% 24.00 30.00
Field Average	14.68% 337.00 2,296.00	14.24% 354.00 2,486.00	14.94% 377.00 2,523.00	25.35% 2.33 9.17	30.13% 3.04 10.05
Jurisdiction Average	70.00% 42.00 60.00	78.89% 71.00 90.00	76.92% 70.00 91.00	89.89% 50.00 55.00	84.09% 74.00 88.00

### Health 15 Large Muscle Exercise

Percent of interviewed youth who report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 87.62%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 53.92%.

**Brady Academy**

A (FIP) was developed for this (OM) in October 2001 and has been deemed successful and closed. A (FIP) was developed for this (OM) in April 2009 and has been deemed successful and formally closed.

**ExCel**

A (FIP) was developed for this OM in April '03, October'04 and has been deemed successful and formally closed.

**Youth Challenge Center**

Note: YCC Improvement Team has looked at this (OM) and has determined that programming and visitations occur during recreation time.

**Brady Academy**

In October and in April 100 percent of interviewed youth report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends.

**STAR East Camp**

In October 93 percent of interviewed youth report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends. This increased to 95 percent in April.

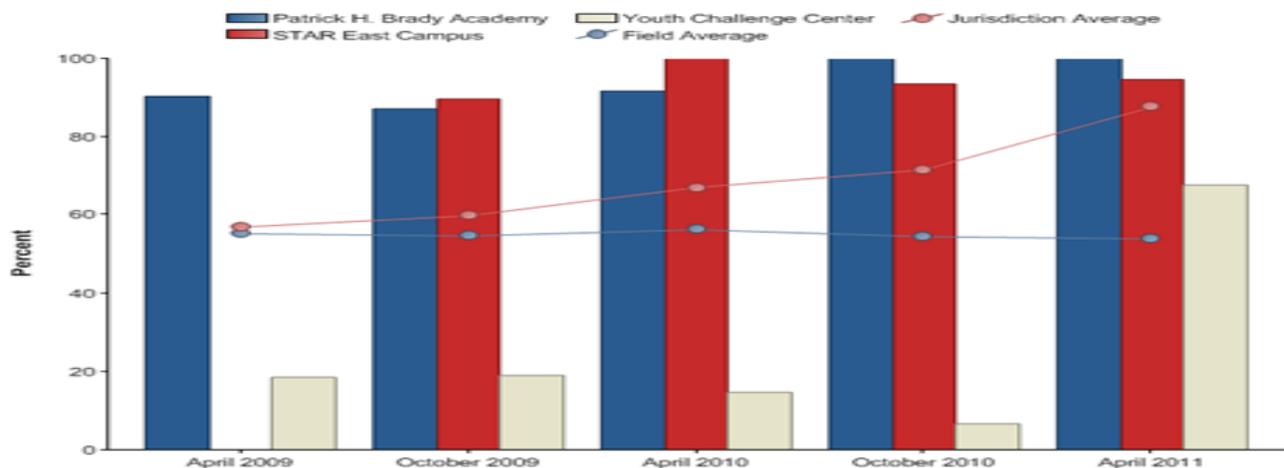
**Youth Challenge Center**

In October 7 percent of interviewed youth report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends. This increased to 68 percent in April.

### STAR PROGRAMS

**Health 15**

Percent of interviewed youths who report receiving at least one hour of large muscle exercise each day on weekdays and two hours each day on weekends.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>90%</b> 35.00 31.00	<b>87%</b> 27.00 31.00	<b>92%</b> 33.00 36.00	<b>100%</b> 33.00 33.00	<b>100%</b> 34.00 34.00
<b>STAR East Campus</b>	<b>90%</b> 35.00 31.00	<b>90%</b> 35.00 33.00	<b>100%</b> 43.00 37.00	<b>93%</b> 43.00 46.00	<b>95%</b> 35.00 37.00
<b>Youth Challenge Center</b>	<b>19%</b> 5.00 27.00	<b>19%</b> 5.00 42.00	<b>15%</b> 5.00 34.00	<b>7%</b> 3.00 30.00	<b>68%</b> 33.00 34.00
<b>Field Average</b>	<b>55.21%</b> 2,288.00 4,104.00	<b>54.63%</b> 2,549.00 4,685.00	<b>56.24%</b> 2,774.00 4,932.00	<b>54.46%</b> 15.44 28.35	<b>53.92%</b> 15.19 28.18
<b>Jurisdiction Average</b>	<b>56.90%</b> 33.00 58.00	<b>59.80%</b> 61.00 102.00	<b>67.01%</b> 65.00 97.00	<b>71.56%</b> 75.00 105.00	<b>87.62%</b> 92.00 105.00

### Health 16 Physical Fitness Assessment

**Percent of youth whose records indicate they have received a physical fitness assessment.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 96.67%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 49.41%.

**Brady Academy**

A FIP was developed for this OM in October 2008 and has been deemed successful and formally closed.

**STAR East Camp**

A FIP was developed for this OM in October 2002 and has been deemed successful and formally closed.

**Brady Academy**

Percent of youth whose records indicate they have received a physical fitness assessment was 100 percent in October and (100.00) in April.

**STAR East Camp**

Percent of youth whose records indicate they have received a physical fitness assessment was 97 percent in October and 93 in April.

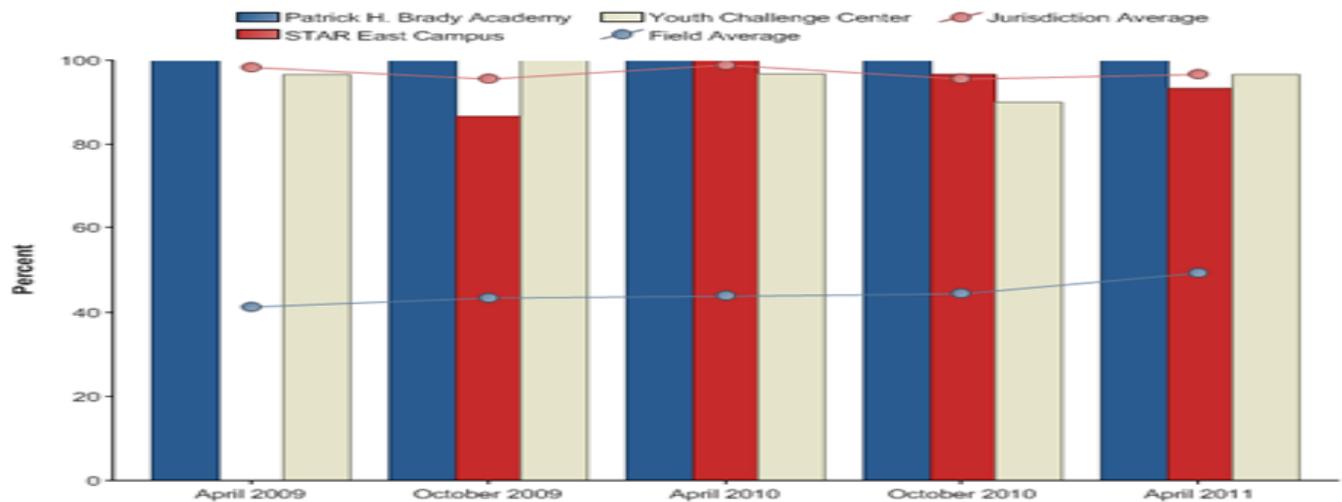
**Youth Challenge Center**

Percent of youth whose records indicate they have received a physical fitness assessment was 90 percent in October and 97 percent in April.

### STAR PROGRAMS

**Health 16**

Percent of youths whose records indicate they have received a physical fitness assessment.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		87% 28.00 30.00	100% 30.00 30.00	97% 29.00 30.00	93% 28.00 30.00
Youth Challenge Center	97% 29.00 30.00	100% 30.00 30.00	97% 30.00 31.00	90% 27.00 30.00	97% 29.00 30.00
Field Average	41.31% 1,070.00 2,590.00	43.43% 1,287.00 2,954.00	43.88% 1,292.00 2,923.00	44.45% 10.35 23.25	49.41% 10.55 21.35
Jurisdiction Average	98.33% 89.00 90.00	95.56% 88.00 92.00	98.90% 90.00 91.00	95.56% 88.00 92.00	96.67% 87.00 90.00



# JUSTICE



**Justice**

This includes grievances and legal rights

**Justice 1 Facility Rules and Legal Rights**

**Percent of interviewed youth who report understanding the facility rules and their legal rights.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 96.12%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 71.58%.

**Brady Academy**

A FIP was developed for this OM in April 2001 and has been deemed successful and closed.

**Youth Challenge Center**

A FIP was developed for this OM in May 2002, along with OM's Justice 6, Programming 20 and 21 and has been deemed successful and closed.

**Brady Academy**

Percent of interviewed youth who report they understand facility rules and legal rights were 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of interviewed youth who report they understand facility rules and legal rights were 86 percent in October and 94 percent in April.

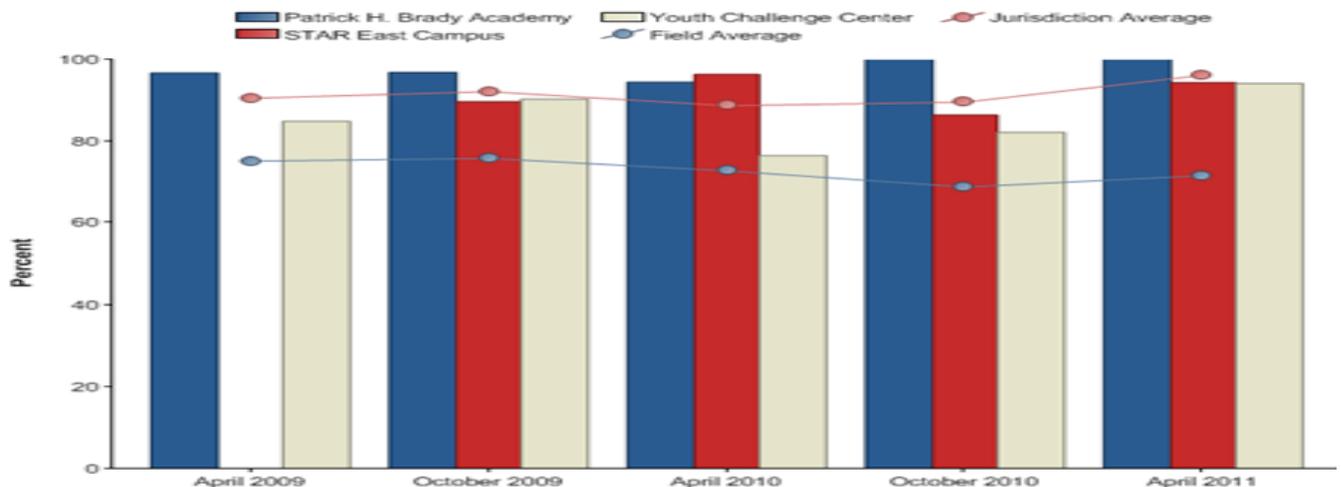
**Youth Challenge Center**

Percent of interviewed youth who report they understand facility rules and legal rights were 82 percent in October and 94 percent in April.

**STAR PROGRAMS**

**Justice 01**

Percent of interviewed youths who report understanding the facility rules and their legal rights.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>97%</b> 29.00 30.00	<b>97%</b> 30.00 31.00	<b>94%</b> 34.00 36.00	<b>100%</b> 33.00 33.00	<b>100%</b> 34.00 34.00
<b>STAR East Campus</b>		<b>90%</b> 26.00 29.00	<b>96%</b> 26.00 27.00	<b>86%</b> 38.00 44.00	<b>94%</b> 33.00 35.00
<b>Youth Challenge Center</b>	<b>85%</b> 28.00 33.00	<b>90%</b> 37.00 41.00	<b>76%</b> 26.00 34.00	<b>82%</b> 23.00 28.00	<b>94%</b> 32.00 34.00
<b>Field Average</b>	<b>75.10%</b> 2,030.00 2,703.00	<b>75.79%</b> 2,439.00 3,218.00	<b>72.75%</b> 2,496.00 3,431.00	<b>68.78%</b> 17.69 25.72	<b>71.58%</b> 18.58 25.95
<b>Jurisdiction Average</b>	<b>90.48%</b> 57.00 63.00	<b>92.08%</b> 93.00 101.00	<b>88.66%</b> 86.00 97.00	<b>89.52%</b> 94.00 105.00	<b>96.12%</b> 99.00 103.00

**Justice 2 Grievances and Complaints: Filed by Youth**

**Grievances and complaints filed per youth per 100 youth days of confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0.33%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 5.84%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2006 and has been deemed successful and formally closed

**Brady Academy**

Zero grievances and/or complaints were filed per youth per 100 person days of confinement for the October and April data collections.

**STAR East Camp**

Zero grievances and/or complaints were filed per youth per 100 person days of confinement for the October and April data collections.

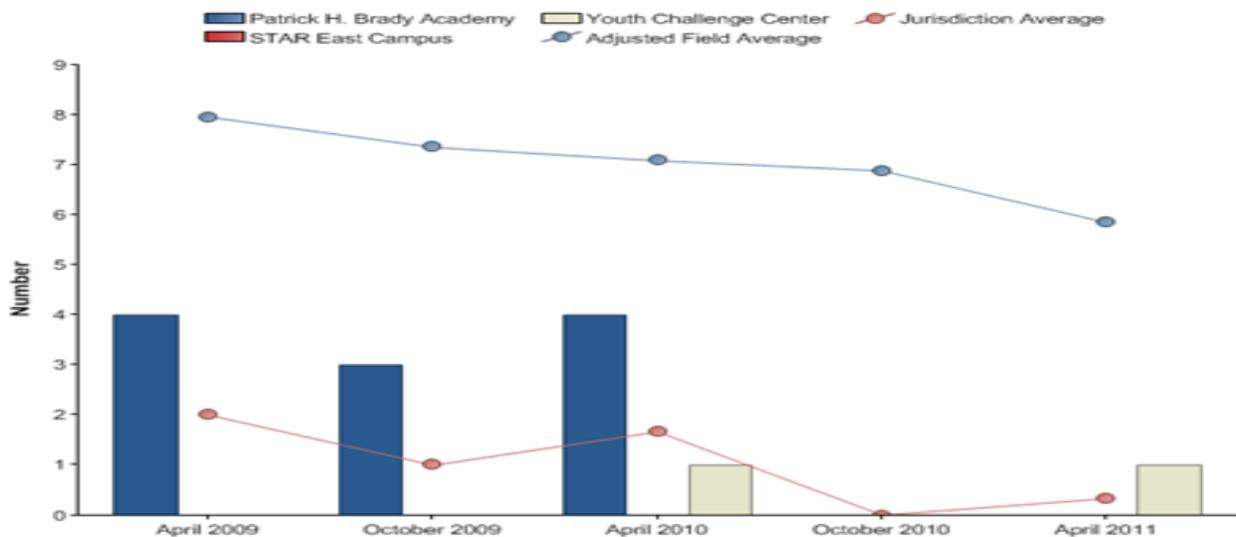
**Youth Challenge Center**

Zero grievances and/or complaints were filed per youth per 100 person days of confinement for the October data collection and one in April.

**STAR PROGRAMS**

**Justice 02**

Grievances and complaints filed per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{4}{1,308.00}$	$\frac{3}{1,506.00}$	$\frac{4}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{0}{1,068.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{0}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{0}{1,357.00}$	$\frac{1}{1,272.00}$	$\frac{0}{1,081.00}$	$\frac{1}{1,173.00}$
Adjusted Field Average	$\frac{7.95}{260,856.00}$	$\frac{7.35}{294,102.00}$	$\frac{7.08}{273,439.00}$	$\frac{6.88}{2,141.67}$	$\frac{5.84}{1,941.29}$
Jurisdiction Average	$\frac{2.00}{2,684.00}$	$\frac{1.00}{3,713.00}$	$\frac{1.67}{3,630.00}$	$\frac{0.00}{3,624.00}$	$\frac{0.33}{3,550.00}$

**Justice 3 Grievances and Complaints: Staff**

**Grievances and complaints filed per staff per 100 days of staff employment.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.26%.

**Brady Academy**

Grievances and complaints filed per staff per 100 days of employment is zero for October and April data collections.

**STAR East Camp**

Grievances and complaints filed per staff per 100 days of employment is zero for October and April data collections.

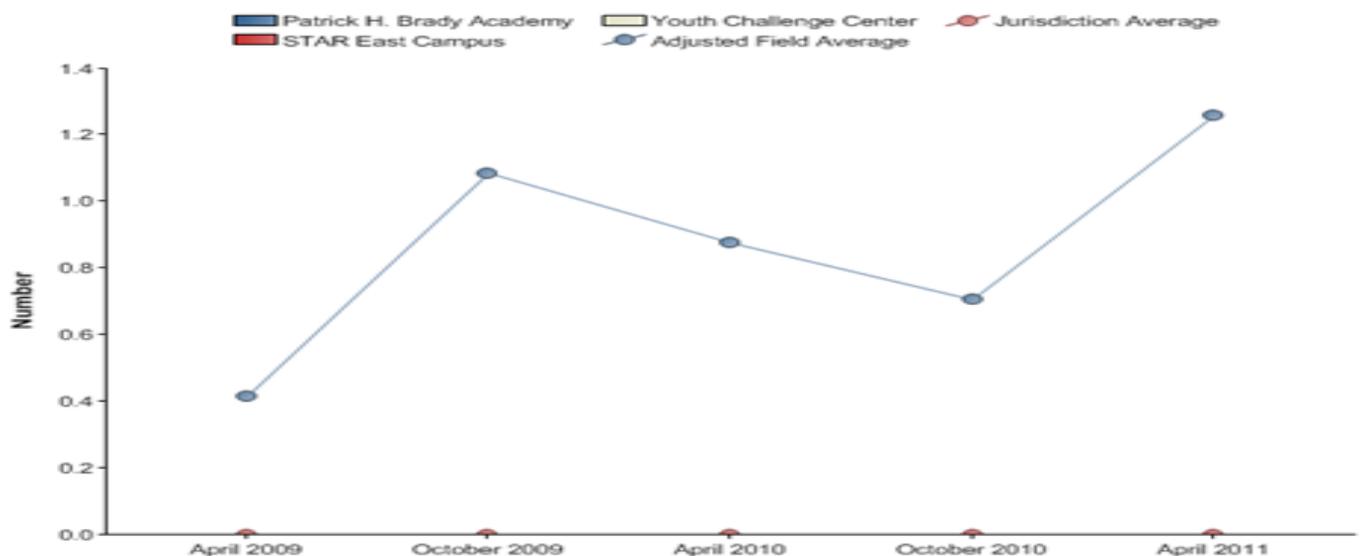
**Youth Challenge Center**

Grievances and complaints filed per staff per 100 days of employment is zero for October and April data collections.

**STAR PROGRAMS**

**Justice 03**

Grievances and complaints filed per staff per 100 staff-days of employment.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0 0.00 845.00	0 0.00 1,094.00	0 0.00 1,136.00	0 0.00 1,152.39	0 0.00 1,110.25
STAR East Campus	0 0.00 965.00	0 0.00 965.00	0 0.00 992.00	0 0.00 967.22	0 0.00 927.81
Youth Challenge Center	0 0.00 357.00	0 0.00 1,121.00	0 0.00 1,162.00	0 0.00 1,212.08	0 0.00 1,149.75
Adjusted Field Average	0.41 94.00 193,273.00	1.09 226.00 220,689.00	0.88 170.00 212,778.00	0.71 1.07 1,680.50	1.26 1.82 1,540.78
Jurisdiction Average	0.00 0.00 1,702.00	0.00 0.00 3,180.00	0.00 0.00 3,290.00	0.00 0.00 3,331.68	0.00 0.00 3,187.81

### Justice 4 Grievances Filed by Youth

Percent of interviewed youth who report filing a grievance and who said it was addressed.

#### Jurisdiction Average

The jurisdiction average for this outcome measure (OM) is currently 66.67%.

#### National Average/ Field Average

The national average for this outcome measure (OM) is currently 66.86%.

#### Youth Challenge Center

A FIP was developed for this OM in April 2003 and has been deemed successful and closed.

#### Brady Academy

The percent of interviewed youth who report filing a grievance and said it was addressed was 100 percent in October, and 67 percent in April.

#### STAR East Camp

The percent of interviewed youth who report filing a grievance and said it was addressed was 100 percent in October, and 100 percent in April.

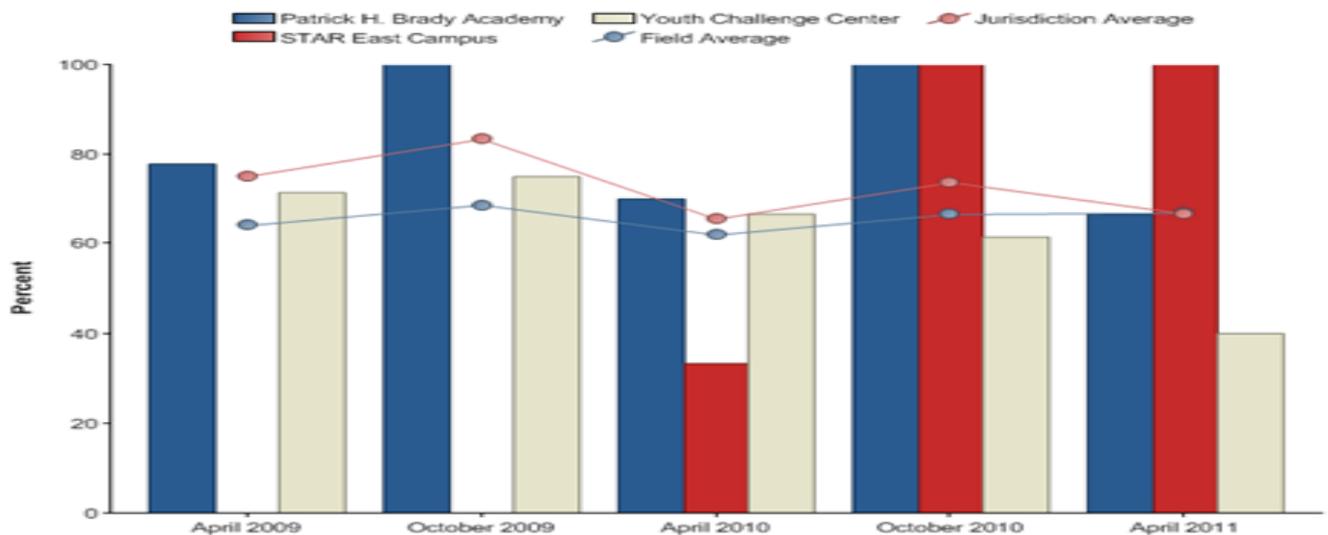
#### Youth Challenge Center

The percent of interviewed youth who report filing a grievance and said it was addressed was 62 percent in October, and 40 percent in April.

## STAR PROGRAMS

### Justice 04

Percent of interviewed youth who report filing a grievance within the last six months who said it was taken care of in some way...while at this facility.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	78% 7.00 9.00	100% 9.00 9.00	70% 14.00 20.00	100% 4.00 4.00	67% 2.00 3.00
STAR East Campus		0% 0.00 1.00	33% 1.00 3.00	100% 2.00 2.00	100% 4.00 4.00
Youth Challenge Center	71% 5.00 7.00	75% 6.00 8.00	67% 4.00 6.00	62% 8.00 13.00	40% 2.00 5.00
Field Average	64.07% 740.00 1,155.00	68.63% 919.00 1,339.00	61.98% 758.00 1,223.00	66.59% 6.30 9.45	66.86% 6.10 9.12
Jurisdiction Average	75.00% 12.00 16.00	83.33% 15.00 18.00	65.52% 19.00 29.00	73.68% 14.00 19.00	66.67% 8.00 12.00

**Justice 5 Grievances Filed by Staff**

**Percent of interviewed staff filing grievance who said it was addressed.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 60%.

**Brady Academy**

Staff filing a grievance and report that the grievance was addressed was 100 percent in October and 100 percent in April.

**STAR East Camp**

Staff filing a grievance and report that the grievance was addressed did not apply in October and was 100 percent in April.

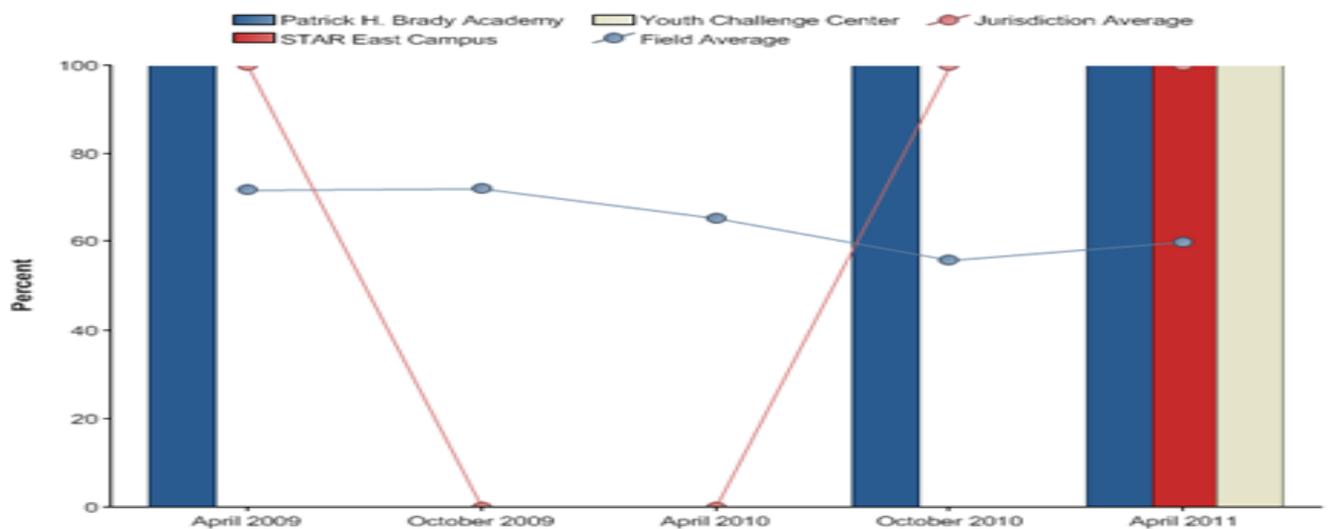
**Youth Challenge Center**

Staff filing a grievance and report that the grievance was addressed did not apply in October and was 100 percent in April.

**STAR PROGRAMS**

**Justice 05**

Percent of staff filing a grievance within the last six months who said it was addressed.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 1.00 1.00	0% 0.00 0.00	0% 0.00 0.00	100% 1.00 1.00	100% 2.00 2.00
STAR East Campus		0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	100% 1.00 1.00
Youth Challenge Center	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	100% 1.00 1.00
Field Average	71.71% 322.00 449.00	72.04% 420.00 583.00	65.33% 179.00 274.00	55.82% 1.05 1.89	60.00% 1.08 1.79
Jurisdiction Average	100.00% 1.00 1.00	0.00% 0.00 0.00	0.00% 0.00 0.00	100.00% 1.00 1.00	100.00% 4.00 4.00

**Justice 6 Youth Requesting Attorney Contract**

**Percent of interviewed youth who report requesting to see, calls, or write their attorney and their request was granted.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 59.62%.

**Youth Challenge Center**

A FIP was developed for this OM in May 2002, along with OM's Justice 1, Programming 20 and 21 and has been deemed successful and closed.

**Brady Academy**

Percent of youth, who requested to see, call or write their attorney and their request was granted did not apply in October and was 100 percent in April.

**STAR East Camp**

Percent of youth, who requested to see, call or write their attorney and their request was granted did not apply in October or in April.

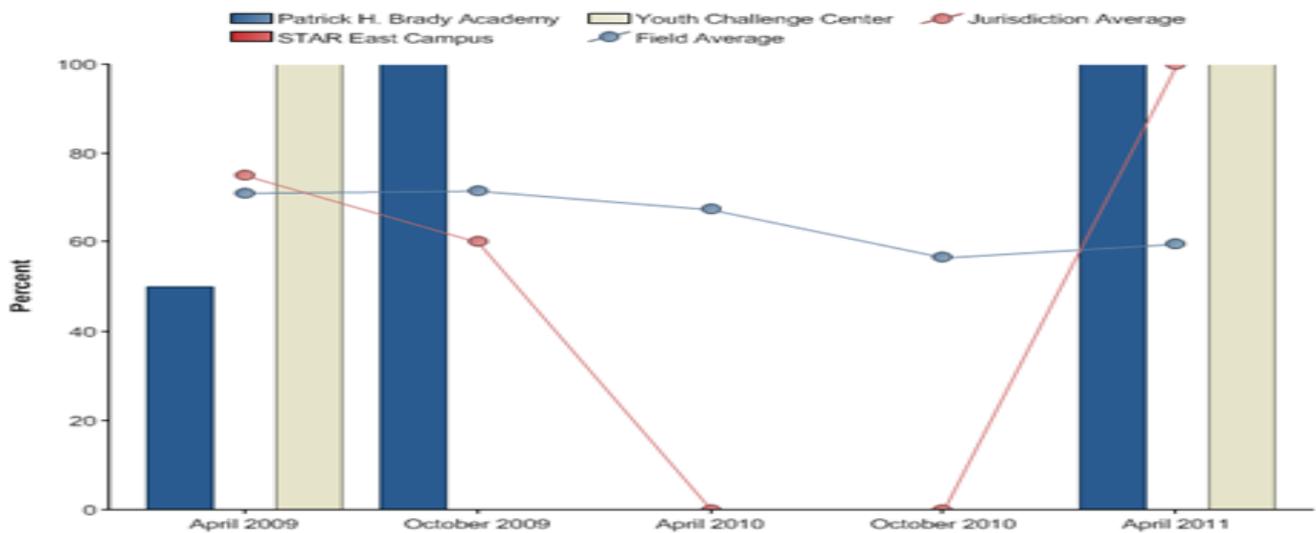
**Youth Challenge Center**

Percent of youth, who requested to see, call or write their attorney and their request was granted did not apply in October and was 100 percent in April.

**STAR PROGRAMS**

**Justice 06**

Percent of interviewed youth who report requesting to see, call or write their attorney and their request was granted.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	50% 1.00 2.00	100% 3.00 3.00	0% 0.00 0.00	0% 0.00 0.00	100% 1.00 1.00
STAR East Campus		0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
Youth Challenge Center	100% 2.00 2.00	0% 0.00 2.00	0% 0.00 4.00	0% 0.00 2.00	100% 1.00 1.00
Field Average	71.05% 503.00 708.00	71.53% 583.00 815.00	67.32% 583.00 868.00	56.53% 4.10 7.25	59.62% 3.86 6.48
Jurisdiction Average	75.00% 3.00 4.00	60.00% 3.00 5.00	0.00% 0.00 4.00	0.00% 0.00 2.00	100.00% 2.00 2.00

**Justice 7 Attorney Visits**

**Attorney visits per 100 person days of youth confinement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 1.12%.

**Brady Academy**

There were zero attorney visits per 100 person days of youth confinement in both October and April.

**STAR East Camp**

There were zero attorney visits per 100 person days of youth confinement in both October and April.

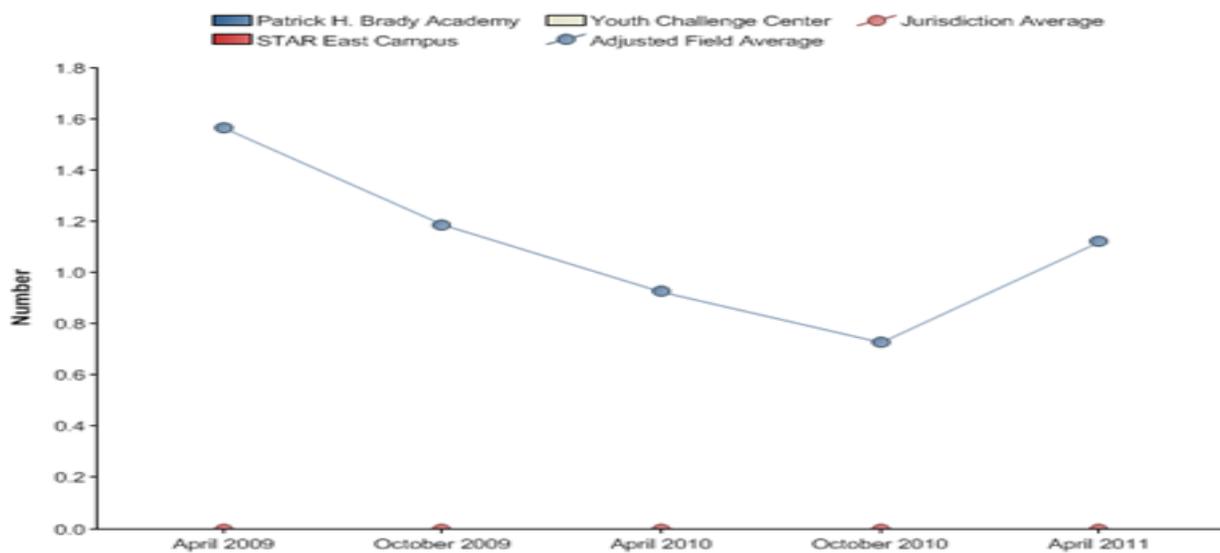
**Youth Challenge Center**

There were zero attorney visits per 100 person days of youth confinement in both October and April.

**STAR PROGRAMS**

**Justice 07**

Attorney visits per 100 person-days of youth confinement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	$\frac{0}{1,308.00}$	$\frac{0}{1,506.00}$	$\frac{0}{1,437.00}$	$\frac{0}{1,224.00}$	$\frac{0}{1,068.00}$
STAR East Campus		$\frac{0}{850.00}$	$\frac{0}{921.00}$	$\frac{0}{1,319.00}$	$\frac{0}{1,309.00}$
Youth Challenge Center	$\frac{0}{1,376.00}$	$\frac{0}{1,357.00}$	$\frac{0}{1,272.00}$	$\frac{0}{1,081.00}$	$\frac{0}{1,173.00}$
Adjusted Field Average	$\frac{1.56}{260,856.00}$	$\frac{1.19}{294,102.00}$	$\frac{0.92}{273,439.00}$	$\frac{0.73}{2,141.67}$	$\frac{1.12}{1,941.29}$
Jurisdiction Average	$\frac{0.00}{2,684.00}$	$\frac{0.00}{3,713.00}$	$\frac{0.00}{3,630.00}$	$\frac{0.00}{3,624.00}$	$\frac{0.00}{3,550.00}$



# REINTEGRATION



**Reintegration 1 Aftercare Treatment Plans**

**Percent of youth confined for more than 60 days who have signed aftercare treatment plans.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 85.28%.

**Brady Academy**

Percent of youth confined for more than 60 days, who have signed aftercare treatment plans was 100 percent in October and in April.

**STAR East Camp**

Percent of youth confined for more than 60 days, who have signed aftercare treatment plans was 100 percent in October and in April.

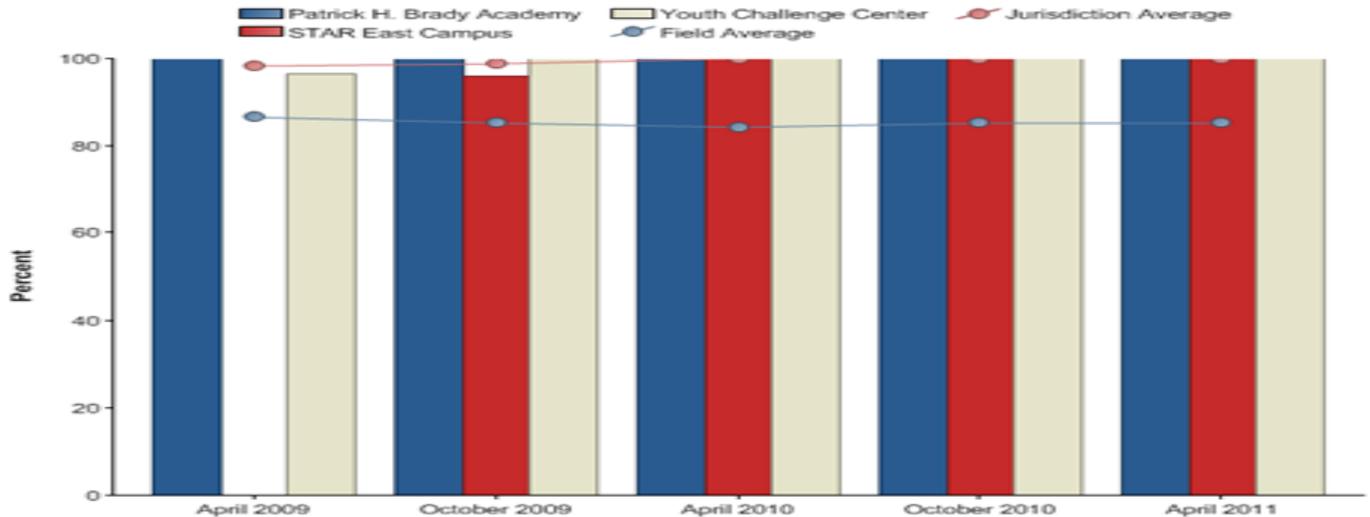
**Youth Challenge Center**

Percent of youth confined for more than 60 days, who have signed aftercare treatment plans was 100 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 01**

Percent of youths confined for more than 60 days, who have signed aftercare treatment plans.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>100%</b> 30.00 30.00	<b>100%</b> 29.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
STAR East Campus		<b>96%</b> 24.00 25.00	<b>100%</b> 25.00 25.00	<b>100%</b> 24.00 24.00	<b>100%</b> 22.00 22.00
Youth Challenge Center	<b>97%</b> 28.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
Field Average	<b>86.59%</b> 1,775.00 2,050.00	<b>85.24%</b> 1,963.00 2,303.00	<b>84.29%</b> 1,969.00 2,336.00	<b>85.21%</b> 15.80 18.54	<b>85.28%</b> 14.09 16.52
Jurisdiction Average	<b>98.31%</b> 58.00 59.00	<b>98.81%</b> 83.00 84.00	<b>100.00%</b> 85.00 85.00	<b>100.00%</b> 84.00 84.00	<b>100.00%</b> 82.00 82.00

### Reintegration 2 Aftercare Treatment Plans Finalized

Percent of youth confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 93.90%.

**National Average/ Field Average**

The national average for this outcome measure (OM) is currently 63.82%.

**Brady Academy**

A Facility Improvement Plan (FIP) was developed for this outcome measure (OM) in April 2004 and has been deemed successful and formally closed.

**STAR East Camp**

A FIP was developed for the OM in Oct '04, April '05 and has been deemed successful and formally closed.

**Youth Challenge Center**

A FIP was developed for this OM in April 2004 and has been deemed successful and closed.

**Brady Academy**

Percent of youth, confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility was 93 percent in October and 97 percent in April.

**STAR East Camp**

Percent of youth, confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility was 100 percent in October and 95 percent in April.

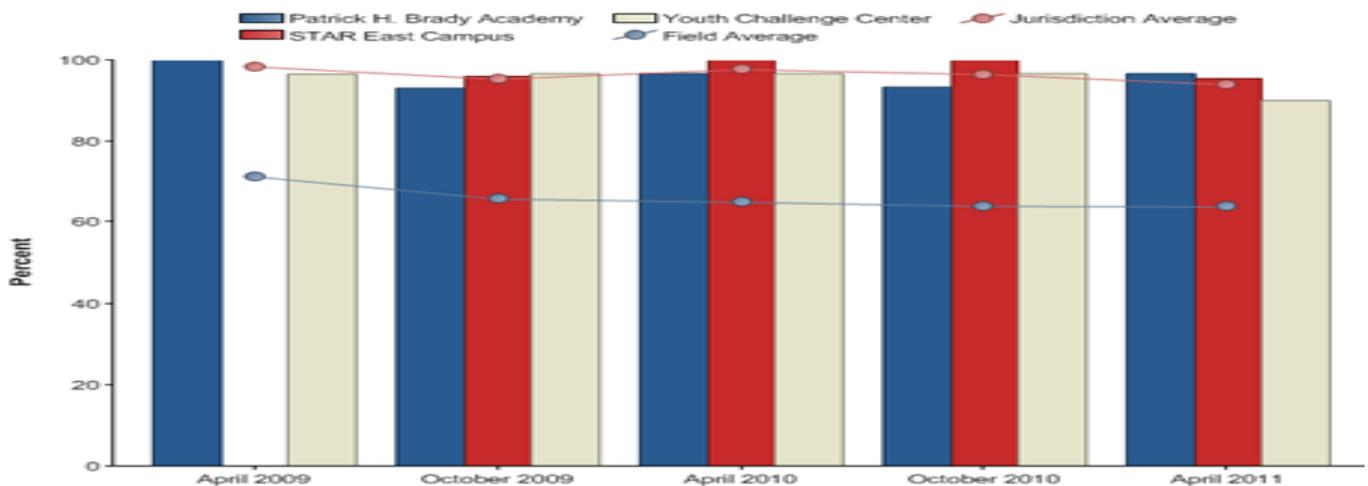
**Youth Challenge Center**

Percent of youth, confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility was 97 percent in October and 90 percent in April.

### STAR PROGRAMS

**Reintegration 02**

Percent of youths confined for more than 60 days who have finalized and concrete written aftercare treatment plans within 30 days of release from the facility.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 / 30.00	93% 27.00 / 29.00	97% 29.00 / 30.00	93% 28.00 / 30.00	97% 29.00 / 30.00
STAR East Campus		96% 24.00 / 25.00	100% 25.00 / 25.00	100% 24.00 / 24.00	95% 21.00 / 22.00
Youth Challenge Center	97% 28.00 / 29.00	97% 29.00 / 30.00	97% 29.00 / 30.00	97% 29.00 / 30.00	90% 27.00 / 30.00
Field Average	71.22% 1,480.00 / 2,050.00	65.74% 1,514.00 / 2,303.00	64.94% 1,517.00 / 2,336.00	63.96% 11.96 / 18.54	63.82% 10.55 / 16.52
Jurisdiction Average	98.31% 58.00 / 59.00	95.24% 80.00 / 84.00	97.65% 83.00 / 85.00	96.43% 81.00 / 84.00	93.90% 77.00 / 82.00

**Reintegration 3 Youth Undergoing Treatment: Chronic or Acute Illness, Injury or Medical Condition.**

**Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addresses the need for continued (or new) medical treatment.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 96.30%.

**National Average/ Field Average**

The national average for this outcome measure (OM) is currently 33.13%.

**Brady Academy**

A FIP was developed for this OM in April 2005 which has been deemed successful and formally closed.

**STAR East Camp**

A FIP was developed for this OM in Oct '04, and April '05 and has been deemed successful and formally closed.

**Youth Challenge Center**

A FIP was developed for this OM in April 2005 and has been deemed successful and formally closed.

**Brady Academy**

Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addressed the need for continued (or new) medical treatment is 92 percent for October and 100 percent in April.

**STAR East Camp**

Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addressed the need for continued (or new) medical treatment is 100 percent for October and 88 percent in April.

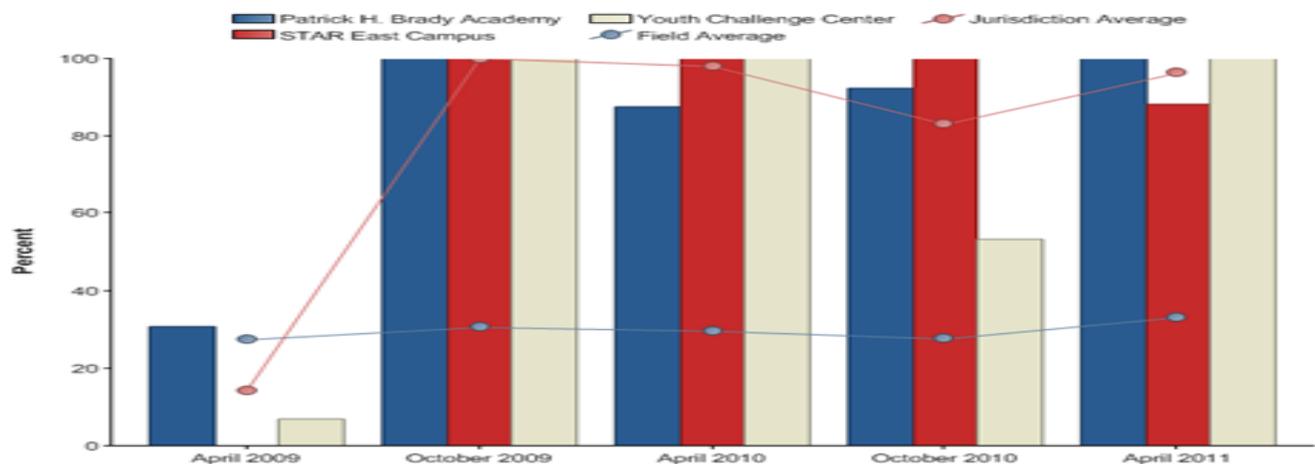
**Youth Challenge Center**

Percent of youth undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addressed the need for continued (or new) medical treatment is 53 percent for October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 03**

Percent of youths undergoing treatment for a chronic or acute illness, injury or medical condition at time of release whose aftercare treatment plan addresses the need for continued (or new) medical treatment.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	31% 4.00 13.00	100% 18.00 18.00	88% 7.00 8.00	92% 12.00 13.00	100% 18.00 18.00
STAR East Campus		100% 4.00 4.00	100% 15.00 15.00	100% 19.00 19.00	88% 15.00 17.00
Youth Challenge Center	7% 2.00 29.00	100% 19.00 19.00	100% 26.00 26.00	53% 8.00 15.00	100% 21.00 21.00
Field Average	27.37% 453.00 1,655.00	30.56% 576.00 1,885.00	29.59% 530.00 1,791.00	27.57% 3.94 14.29	33.13% 4.17 12.60
Jurisdiction Average	14.29% 8.00 42.00	100.00% 39.00 39.00	97.96% 48.00 49.00	82.98% 39.00 47.00	96.30% 52.00 54.00

### Reintegration 4 Youth Undergoing Treatment: Mental Health Problem

**Percent of youth undergoing treatment for a mental health problem at the time of their release whose aftercare treatment plan addresses the need for continued (or new) mental health treatment.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 88.89%.

**National Average/ Field Average**

The national average for this outcome measure (OM) is currently 57.96%.

**Brady Academy**

Percent of youth undergoing treatment for a mental health problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment is 80 percent in October and 94 percent in April.

**STAR East Camp**

Percent of youth undergoing treatment for a mental health problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment is 100 percent in October and 78 percent in April.

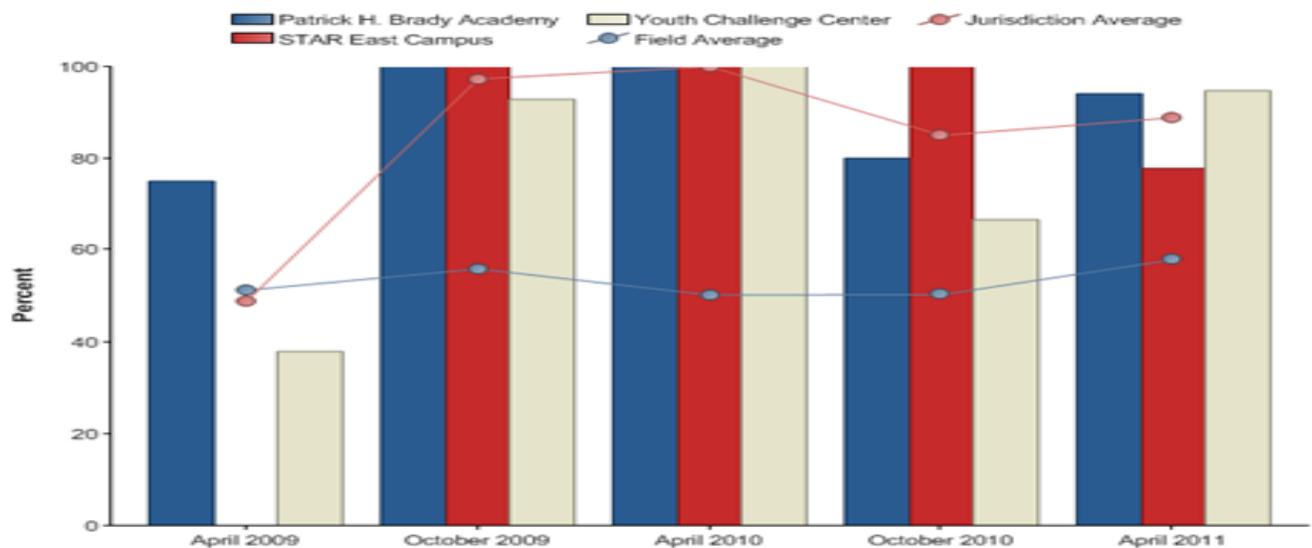
**Youth Challenge Center**

Percent of youth undergoing treatment for a mental health problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment is 67 percent in October and 95 percent in April.

### STAR PROGRAMS

#### Reintegration 04

Percent of youths undergoing treatment for a mental health problem at time of release whose aftercare treatment plan addresses the need for continued (or new) mental health treatment.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	75% 9.00 12.00	100% 15.00 15.00	100% 11.00 11.00	80% 12.00 15.00	94% 16.00 17.00
STAR East Campus		100% 8.00 8.00	100% 16.00 16.00	100% 16.00 16.00	78% 14.00 18.00
Youth Challenge Center	38% 11.00 29.00	93% 13.00 14.00	100% 15.00 15.00	67% 6.00 9.00	95% 18.00 19.00
Field Average	51.27% 845.00 1,648.00	55.94% 1,027.00 1,836.00	50.24% 833.00 1,658.00	50.32% 6.64 13.20	57.96% 7.33 12.65
Jurisdiction Average	48.78% 20.00 41.00	97.30% 36.00 37.00	100.00% 42.00 42.00	85.00% 34.00 40.00	88.89% 48.00 54.00

### Reintegration 5 Youth Undergoing Treatment: Substance Abuse

**Percent of youth undergoing treatment for a substance abuse problem at the time of their release whose aftercare treatment plan addresses the need for continued (or new) substance abuse treatment.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 98.31%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 65.56%.

**Brady Academy**

Percent of youth undergoing treatment for a substance abuse problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth undergoing treatment for a substance abuse problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment was 95 percent in October and 94 percent in April.

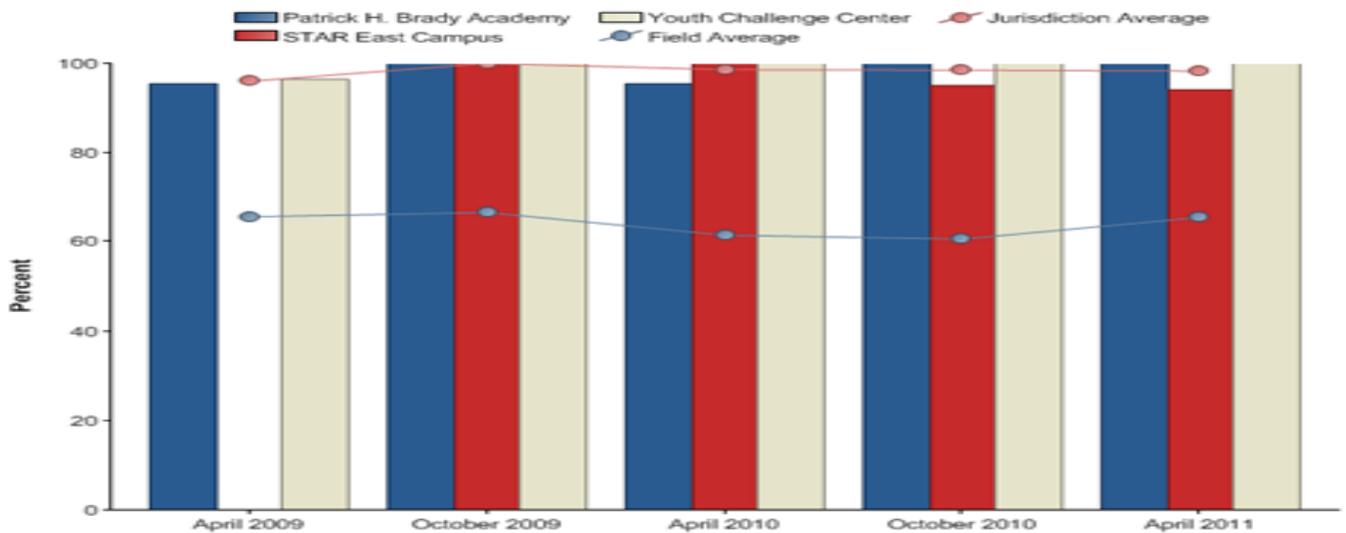
**Youth Challenge Center**

Percent of youth undergoing treatment for a substance abuse problem at time of release whose aftercare treatment plan addressed the need for continued (or new) mental health treatment was 100 percent in October and 100 percent in April.

### STAR PROGRAMS

**Reintegration 5**

Percent of youths undergoing treatment for a substance abuse problem at time of release whose aftercare treatment plan addresses the need for continued (or new) substance abuse treatment.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>95%</b> 21.00 22.00	<b>100%</b> 22.00 22.00	<b>95%</b> 21.00 22.00	<b>100%</b> 17.00 17.00	<b>100%</b> 14.00 14.00
<b>STAR East Campus</b>		<b>100%</b> 17.00 17.00	<b>100%</b> 21.00 21.00	<b>95%</b> 19.00 20.00	<b>94%</b> 16.00 17.00
<b>Youth Challenge Center</b>	<b>96%</b> 27.00 28.00	<b>100%</b> 28.00 28.00	<b>100%</b> 29.00 29.00	<b>100%</b> 29.00 29.00	<b>100%</b> 28.00 28.00
<b>Field Average</b>	<b>65.64%</b> 1,089.00 1,659.00	<b>66.61%</b> 1,233.00 1,851.00	<b>61.52%</b> 1,116.00 1,814.00	<b>60.67%</b> 8.72 14.37	<b>65.56%</b> 8.05 12.27
<b>Jurisdiction Average</b>	<b>96.00%</b> 48.00 50.00	<b>100.00%</b> 67.00 67.00	<b>98.61%</b> 71.00 72.00	<b>98.48%</b> 65.00 66.00	<b>98.31%</b> 58.00 59.00

**Reintegration 6 Aftercare Case Manager Assignment**

**Percent of youth who have an assigned aftercare case manager within 15 days of entry into the facility.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 97.56%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 58.31%.

**Brady Academy**

Percent of youth that have an assigned aftercare case manager within 15 days of entry into the facility was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth that have an assigned aftercare case manager within 15 days of entry into the facility was 100 percent in October and 100 percent in April.

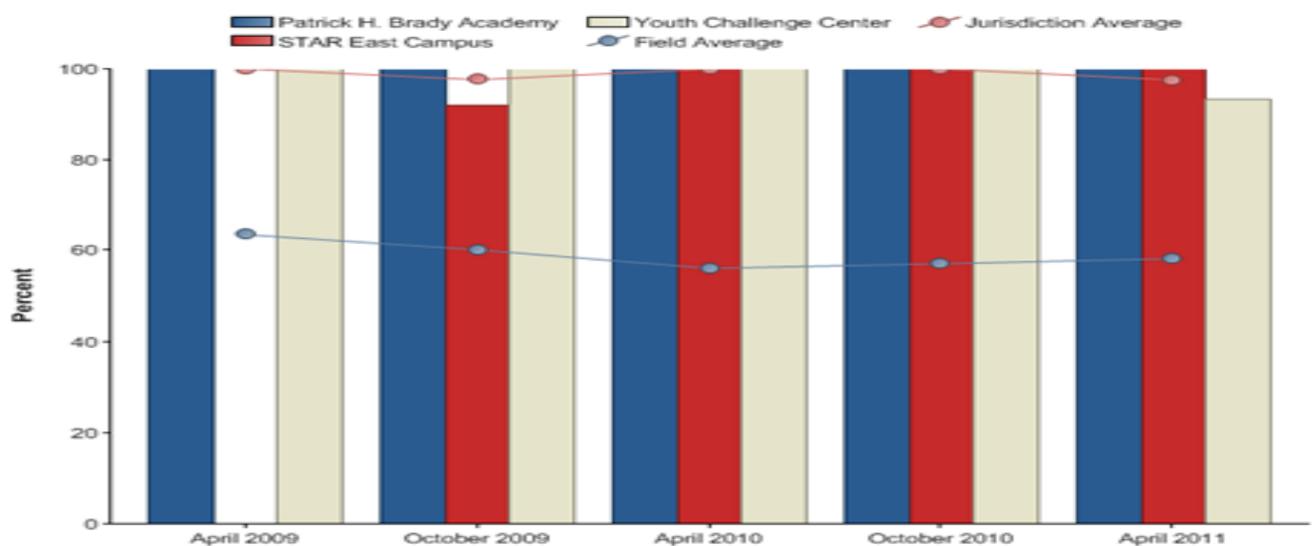
**Youth Challenge Center**

Percent of youth that have an assigned aftercare case manager within 15 days of entry into the facility was 93 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 06**

Percent of youths who have an assigned aftercare case manager within 15 days of entry into the facility.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>100%</b> 30.00 30.00	<b>100%</b> 29.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>STAR East Campus</b>		<b>92%</b> 23.00 25.00	<b>100%</b> 25.00 25.00	<b>100%</b> 24.00 24.00	<b>100%</b> 22.00 22.00
<b>Youth Challenge Center</b>	<b>100%</b> 29.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>93%</b> 28.00 30.00
<b>Field Average</b>	<b>63.57%</b> 1,377.00 2,165.00	<b>60.24%</b> 1,471.00 2,442.00	<b>56.18%</b> 1,378.00 2,453.00	<b>57.18%</b> 11.25 19.67	<b>58.31%</b> 10.26 17.59
<b>Jurisdiction Average</b>	<b>100.00%</b> 59.00 59.00	<b>97.62%</b> 82.00 84.00	<b>100.00%</b> 85.00 85.00	<b>100.00%</b> 84.00 84.00	<b>97.56%</b> 80.00 82.00

**Reintegration 7 Aftercare Case Manager Prior to Admission**

**Average time until aftercare case manager is assigned. (Negative result = assigned prior to admission).**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently -93.12%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently -4.6%.

**Brady Academy**

Aftercare case managers are assigned to youth prior to their admission to STAR Academy.

**STAR East Camp**

Aftercare case managers are assigned to youth prior to their admission to STAR Academy.

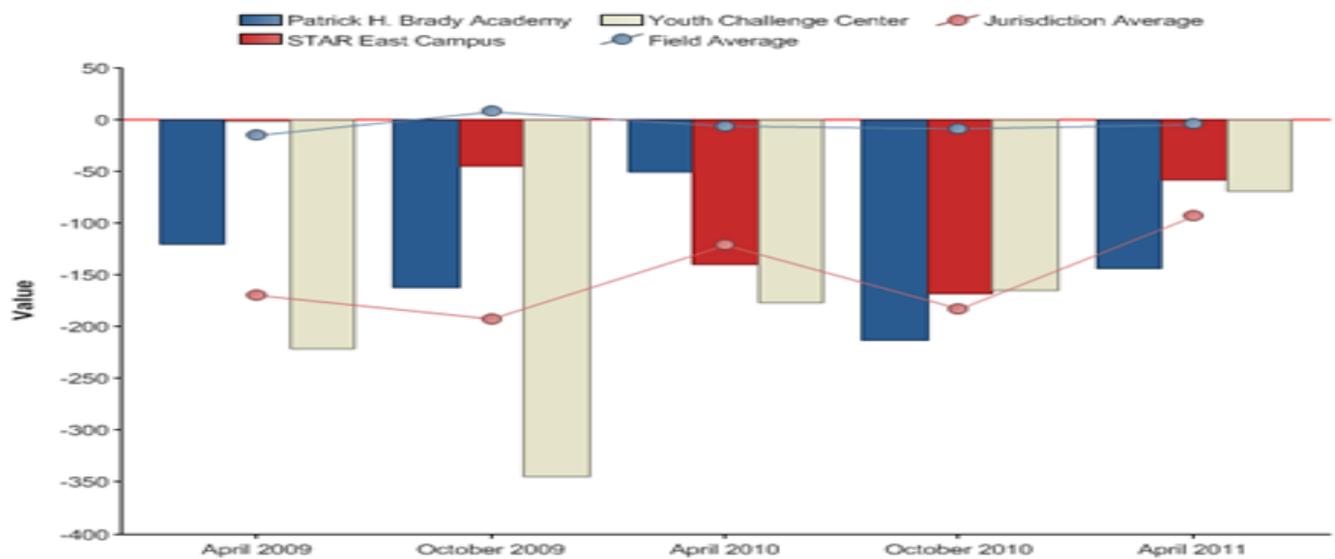
**Youth Challenge Center**

Aftercare case managers are assigned to youth prior to their admission to STAR Academy.

**STAR PROGRAMS**

**Reintegration 07**

Average time until aftercare manager is assigned. (negative result = assigned prior to admission)



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>-119.80</b> -3,594.00 30.00	<b>-161.90</b> -4,695.00 29.00	<b>-50.20</b> -1,506.00 30.00	<b>-212.63</b> -6,379.00 30.00	<b>-143.33</b> -4,300.00 30.00
<b>STAR East Campus</b>		<b>-44.52</b> -1,113.00 25.00	<b>-139.40</b> -3,485.00 25.00	<b>-167.63</b> -4,023.00 24.00	<b>-57.77</b> -1,271.00 22.00
<b>Youth Challenge Center</b>	<b>-220.66</b> -6,399.00 29.00	<b>-344.27</b> -10,328.00 30.00	<b>-176.27</b> -5,288.00 30.00	<b>-164.37</b> -4,931.00 30.00	<b>-68.83</b> -2,065.00 30.00
<b>Field Average</b>	<b>-14.95</b> -32,383.00 2,166.00	<b>7.70</b> 18,799.00 2,442.00	<b>-6.05</b> -14,851.00 2,453.00	<b>-8.58</b> -168.78 19.67	<b>-4.64</b> -81.64 17.59
<b>Jurisdiction Average</b>	<b>-169.37</b> -9,993.00 59.00	<b>-192.10</b> -16,136.00 84.00	<b>-120.93</b> -10,279.00 85.00	<b>-182.54</b> -15,333.00 84.00	<b>-93.12</b> -7,636.00 82.00

**Reintegration 8 Aftercare Case Manager Contact**

**Percent of youth who have had in-person contact with aftercare case manager.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 62.14%.

**Brady Academy**

In October 90 percent of youth had in-person contact with their aftercare case manager and 100 percent had contact in April.

**STAR East Camp**

In October 96 percent of youth had in-person contact with their aftercare case manager and 100 percent had contact in April.

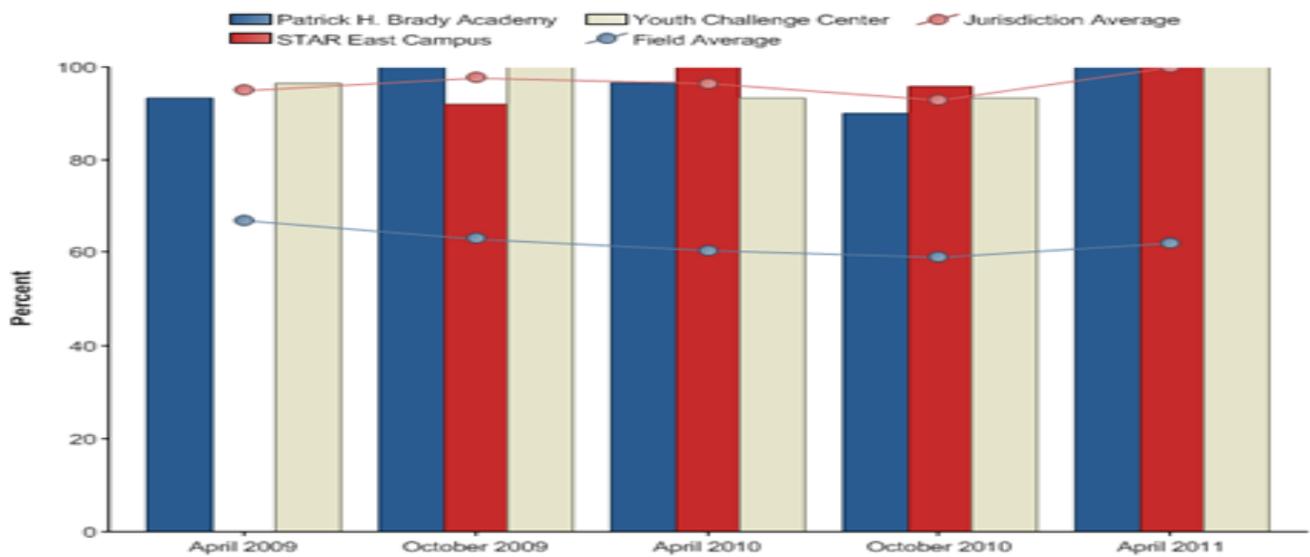
**Youth Challenge Center**

In October 93 percent of youth had in-person contact with their aftercare case manager and 100 percent had contact in April.

**STAR PROGRAMS**

**Reintegration 08**

Percent of youths who have had contact with an aftercare case manager.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>93%</b> 28.00 / 30.00	<b>100%</b> 29.00 / 29.00	<b>97%</b> 29.00 / 30.00	<b>90%</b> 27.00 / 30.00	<b>100%</b> 30.00 / 30.00
STAR East Campus		<b>92%</b> 23.00 / 25.00	<b>100%</b> 25.00 / 25.00	<b>96%</b> 23.00 / 24.00	<b>100%</b> 22.00 / 22.00
Youth Challenge Center	<b>97%</b> 28.00 / 29.00	<b>100%</b> 30.00 / 30.00	<b>93%</b> 28.00 / 30.00	<b>93%</b> 28.00 / 30.00	<b>100%</b> 30.00 / 30.00
Field Average	<b>66.99%</b> 1,451.00 / 2,168.00	<b>62.98%</b> 1,538.00 / 2,442.00	<b>60.54%</b> 1,485.00 / 2,453.00	<b>59.07%</b> 11.62 / 19.67	<b>62.14%</b> 10.93 / 17.59
Jurisdiction Average	<b>94.92%</b> 56.00 / 59.00	<b>97.62%</b> 82.00 / 84.00	<b>96.47%</b> 82.00 / 85.00	<b>92.86%</b> 78.00 / 84.00	<b>100.00%</b> 82.00 / 82.00

### Reintegration 9 Aftercare Case Manager in Person Contacts

**Average rate of in-person contacts with aftercare case manager.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently .05%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently .04%.

**Youth Challenge Center**

A FIP was developed for this OM in April 2011 and is currently in progress. See details below.

**STAR East Camp**

A FIP was developed for this OM in April 2004 and has been deemed successful and formally closed.

**Brady Academy**

The average rate of in-person contacts with aftercare case manager was a rate of .03 percent for October and a rate of .03 percent for April.

**STAR East Camp**

The average rate of in-person contacts with aftercare case manager was a rate of .07 percent for October and a rate of .09 percent for April.

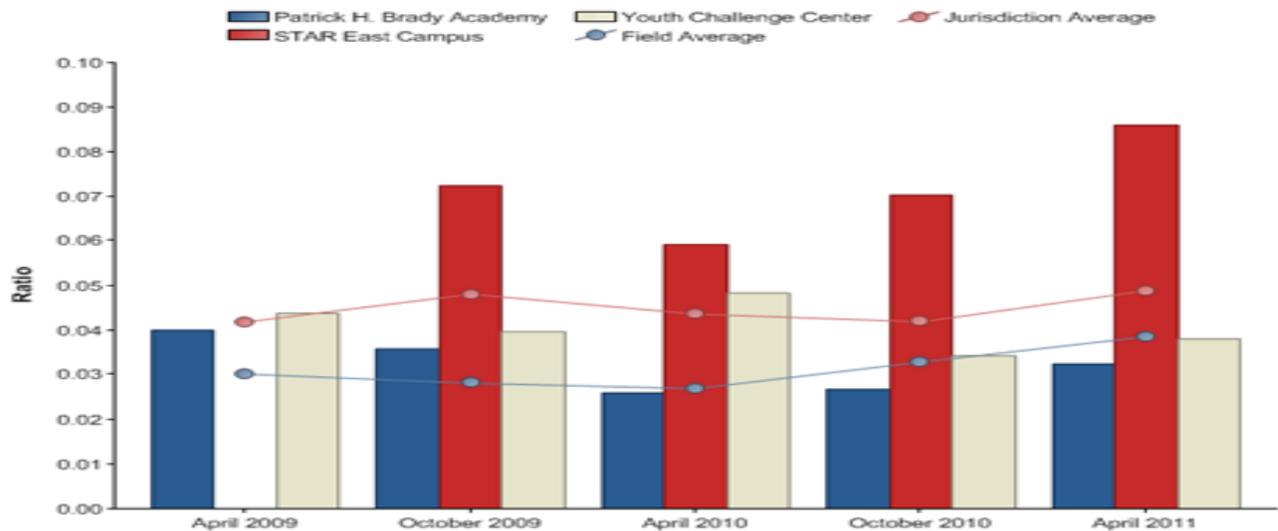
**Youth Challenge Center**

The average rate of in-person contacts with aftercare case manager was a rate of .03 percent for October and a rate of .04 percent for April.

### STAR PROGRAMS

#### Reintegration 09

Average rate of contacts with aftercare case manager.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>0.04</b> 1.20 / 30.00	<b>0.04</b> 1.04 / 29.00	<b>0.03</b> 0.78 / 30.00	<b>0.03</b> 0.80 / 30.00	<b>0.03</b> 0.97 / 30.00
STAR East Campus		<b>0.07</b> 1.81 / 25.00	<b>0.06</b> 1.48 / 25.00	<b>0.07</b> 1.89 / 24.00	<b>0.09</b> 1.39 / 22.00
Youth Challenge Center	<b>0.04</b> 1.27 / 29.00	<b>0.04</b> 1.19 / 30.00	<b>0.05</b> 1.45 / 30.00	<b>0.03</b> 1.03 / 30.00	<b>0.04</b> 1.14 / 30.00
Field Average	<b>0.03</b> 0.60 / 19.87	<b>0.03</b> 0.55 / 19.54	<b>0.03</b> 0.52 / 19.31	<b>0.03</b> 0.65 / 19.67	<b>0.04</b> 0.68 / 17.59
Jurisdiction Average	<b>0.04</b> 2.47 / 59.00	<b>0.05</b> 4.04 / 84.00	<b>0.04</b> 3.71 / 85.00	<b>0.04</b> 3.52 / 84.00	<b>0.05</b> 4.01 / 82.00

**Facility Improvement Plan for Youth Challenge Center**

<b>Outcome Measure</b>	<b>Program</b>	<b>Current Value</b>	<b>Average Value</b>	<b>Goal</b>
<b>Reintegration 9- Average rate of in-person contacts with aftercare case manager.</b>	Youth Challenge Center	<b>.04</b>	<b>.04</b>	<b>.06</b>

**PbS Facility Improvement Plan: 7 Action Step Improvement Process**

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

**Action Step 1: Analysis of Performance:** For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

**Action Step 2: Creating Buy In:** For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

**Action Step 3: Setting Outcome Measure Goal:** Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

**Action Step 4: Improvement Process Action Steps:** The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

**Action Step 5: Interim Measures:** The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

**Action Step 6: Sustaining Performance:** The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

**Action Step 7: Performance Recognition:** The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

### Reintegration 10 Treatment Meeting Frequency

Average frequency of treatment meetings.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 2.45%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently .92%.

**STAR East Camp**

A FIP was developed for this OM in April 2004 and has been deemed successful and formally closed.

**Brady Academy**

The average frequency of treatment meetings is 1.84 per month for October and 2.32 for April.

**STAR East Camp**

The average frequency of treatment meetings is 3.26 per month for October and 3.08 for April.

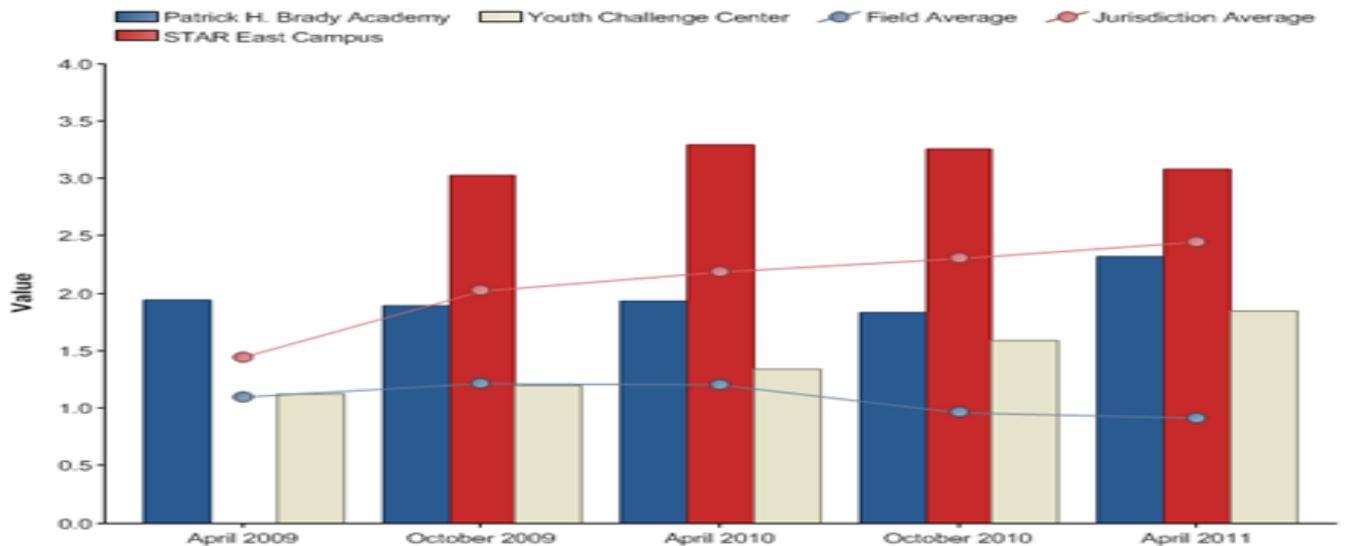
**Youth Challenge Center**

The average frequency of treatment meetings is 1.59 per month for October and 1.85 for April.

### STAR PROGRAMS

#### Reintegration 10

Average frequency of treatment meetings per youth per month.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>1.94</b> 206.00 106.00	<b>1.90</b> 220.00 116.00	<b>1.94</b> 215.00 111.00	<b>1.84</b> 201.00 109.48	<b>2.32</b> 272.00 117.07
<b>STAR East Campus</b>		<b>3.03</b> 391.00 129.00	<b>3.30</b> 491.00 149.00	<b>3.26</b> 512.00 157.05	<b>3.08</b> 496.00 160.83
<b>Youth Challenge Center</b>	<b>1.13</b> 185.00 164.00	<b>1.20</b> 168.00 140.00	<b>1.35</b> 218.00 162.00	<b>1.59</b> 220.00 138.08	<b>1.85</b> 267.00 144.36
<b>Field Average</b>	<b>1.10</b> 25,932.00 23,557.00	<b>1.22</b> 31,875.00 26,163.00	<b>1.21</b> 30,677.00 25,431.00	<b>0.96</b> 214.32 222.35	<b>0.92</b> 188.27 205.17
<b>Jurisdiction Average</b>	<b>1.45</b> 391.00 270.00	<b>2.02</b> 779.00 385.00	<b>2.19</b> 924.00 422.00	<b>2.31</b> 933.00 404.61	<b>2.45</b> 1,035.00 422.27

**Reintegration 12 Aftercare Case Manager**

**Percent of youth who know the name of their aftercare case manager and how to contact him/her.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 98.53%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 74.93%.

**Brady Academy**

Percent of youth who know the names of their aftercare case manager and how to contact him/her was 99 percent in October and 100 percent in April.

**STAR East Campus**

Percent of youth who know the names of their aftercare case manager and how to contact him/her was 100 percent in October and 94 percent in April.

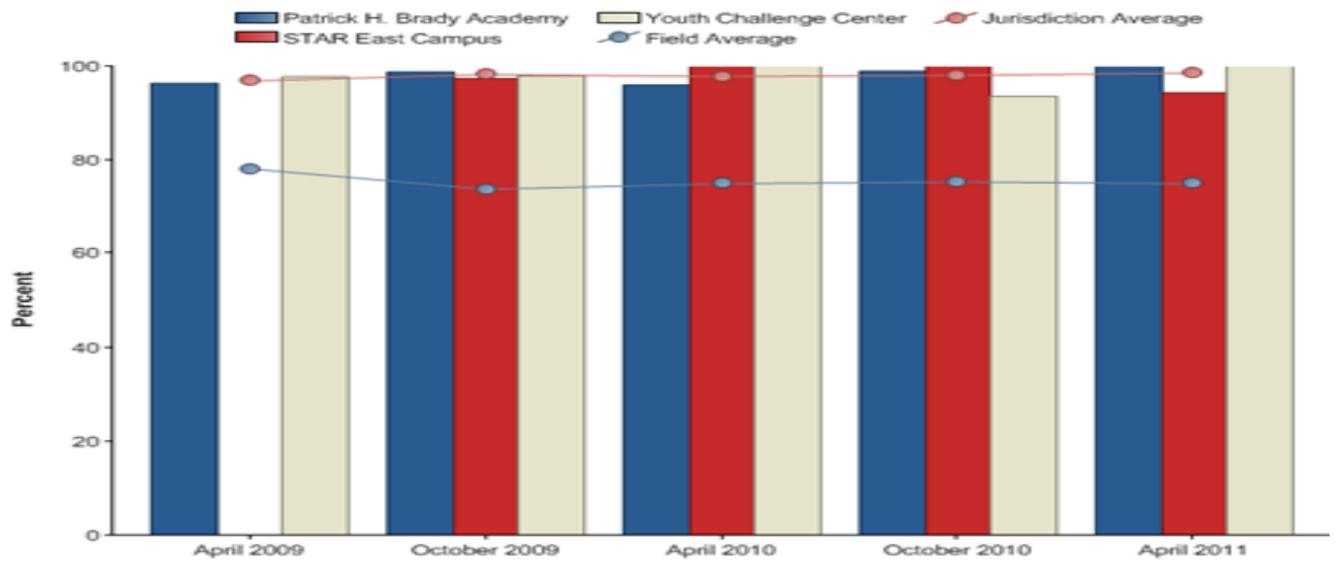
**Youth Challenge Center**

Percent of youth who know the names of their aftercare case manager and how to contact him/her was 94 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 12**

Percent of youths who know the name of their aftercare case manager and how to contact him/her.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>96%</b> 79.00 82.00	<b>99%</b> 79.00 80.00	<b>96%</b> 71.00 74.00	<b>99%</b> 88.00 89.00	<b>100%</b> 69.00 69.00
<b>STAR East Campus</b>		<b>97%</b> 36.00 37.00	<b>100%</b> 25.00 25.00	<b>100%</b> 33.00 33.00	<b>94%</b> 33.00 35.00
<b>Youth Challenge Center</b>	<b>98%</b> 43.00 44.00	<b>98%</b> 48.00 49.00	<b>100%</b> 36.00 36.00	<b>94%</b> 29.00 31.00	<b>100%</b> 32.00 32.00
<b>Field Average</b>	<b>78.10%</b> 3,109.00 3,981.00	<b>73.74%</b> 3,358.00 4,554.00	<b>74.92%</b> 3,002.00 4,007.00	<b>75.32%</b> 24.02 31.89	<b>74.93%</b> 20.79 27.75
<b>Jurisdiction Average</b>	<b>96.83%</b> 122.00 126.00	<b>98.19%</b> 163.00 166.00	<b>97.78%</b> 132.00 136.00	<b>98.04%</b> 150.00 153.00	<b>98.53%</b> 134.00 136.00

**Reintegration 13 Home Assessment**

**Percent of youth whose home has been assessed to determine its suitability for future placement.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 66.95%.

**Brady Academy**

Percent of the youth homes that have been assessed to determine its suitability for future placement was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of the youth homes that have been assessed to determine its suitability for future placement was 100 percent in October and 100 percent in April.

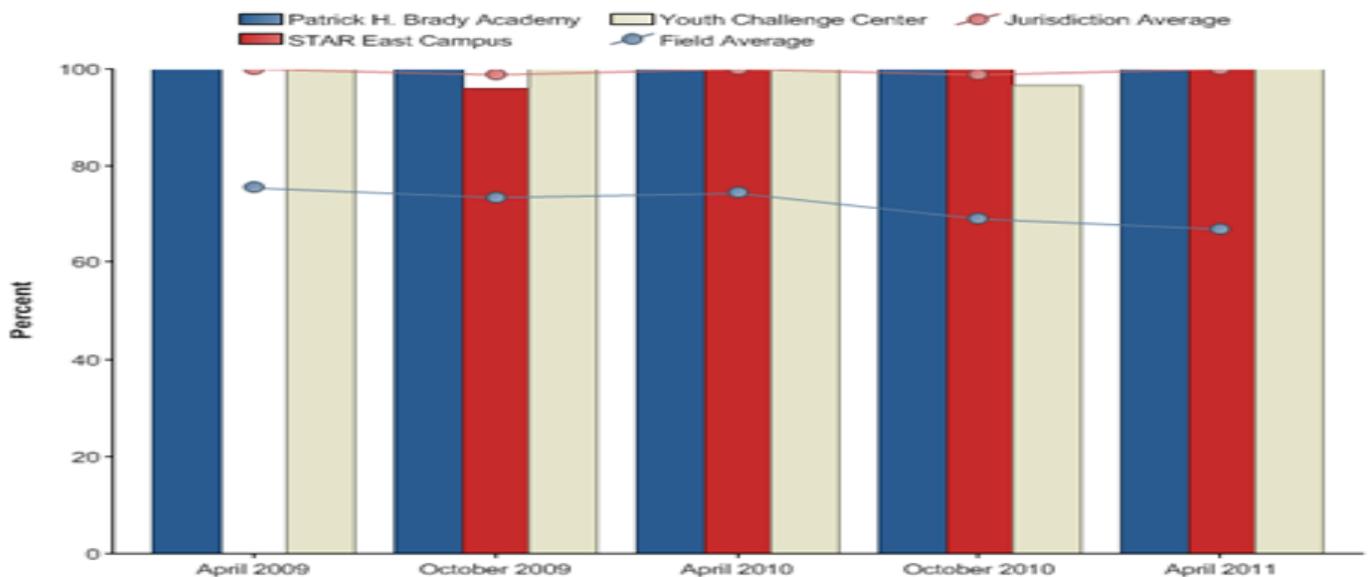
**Youth Challenge Center**

Percent of the youth homes that have been assessed to determine its suitability for future placement was 97 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 13**

Percent of youths whose home has been assessed to determine its suitability for future placement.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 30.00 30.00	100% 29.00 29.00	100% 30.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		96% 24.00 25.00	100% 25.00 25.00	100% 24.00 24.00	100% 22.00 22.00
Youth Challenge Center	100% 29.00 29.00	100% 30.00 30.00	100% 30.00 30.00	97% 29.00 30.00	100% 30.00 30.00
Field Average	75.46% 1,402.00 1,858.00	73.49% 1,533.00 2,058.00	74.34% 1,530.00 2,058.00	69.06% 12.48 18.05	66.95% 10.89 16.27
Jurisdiction Average	100.00% 59.00 59.00	98.81% 83.00 84.00	100.00% 85.00 85.00	98.81% 83.00 84.00	100.00% 82.00 82.00

### Reintegration 14 Contact between Aftercare Case Manager and Parents/Guardians

**Percent of youth with contacts between parents/guardians and aftercare case manager.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 56.6%.

**Brady Academy**

Percent of youth with contacts between parents/guardians and aftercare case manager was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth with contacts between parents/guardians and aftercare case manager was 100 percent in October and 100 percent in April.

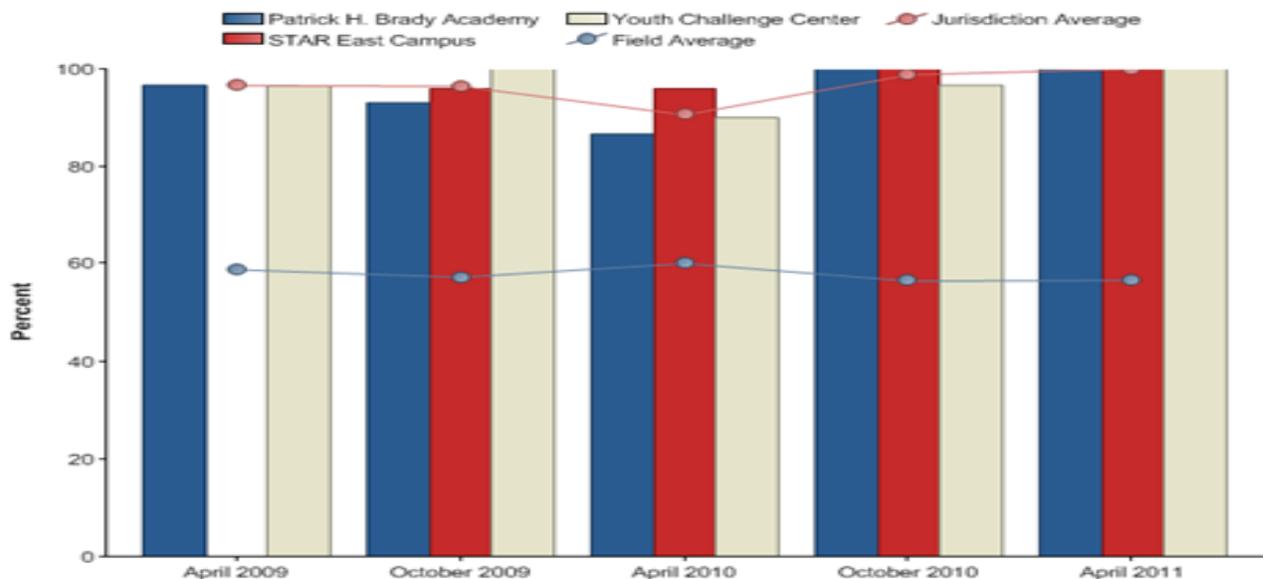
**Youth Challenge Center**

Percent of youth with contacts between parents/guardians and aftercare case manager was 97 percent in October and 100 percent in April.

### STAR PROGRAMS

#### Reintegration 14

Percent of youths with contacts between parents/guardians and aftercare case manager.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	97% 29.00 30.00	93% 27.00 29.00	87% 28.00 30.00	100% 30.00 30.00	100% 30.00 30.00
STAR East Campus		96% 24.00 25.00	96% 24.00 25.00	100% 24.00 24.00	100% 22.00 22.00
Youth Challenge Center	97% 28.00 29.00	100% 30.00 30.00	90% 27.00 30.00	97% 29.00 30.00	100% 30.00 30.00
Field Average	58.83% 1,093.00 1,858.00	57.29% 1,195.00 2,088.00	60.11% 1,237.00 2,058.00	56.51% 10.20 18.05	56.66% 9.22 16.27
Jurisdiction Average	96.61% 57.00 59.00	96.43% 81.00 84.00	90.59% 77.00 85.00	98.81% 83.00 84.00	100.00% 82.00 82.00

### Reintegration 15 Aftercare Case Manager Visit to Home

**Percent of youth whose aftercare case manager made a family visit to the youth's home.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 63.41%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 64.99%.

**Brady Academy**

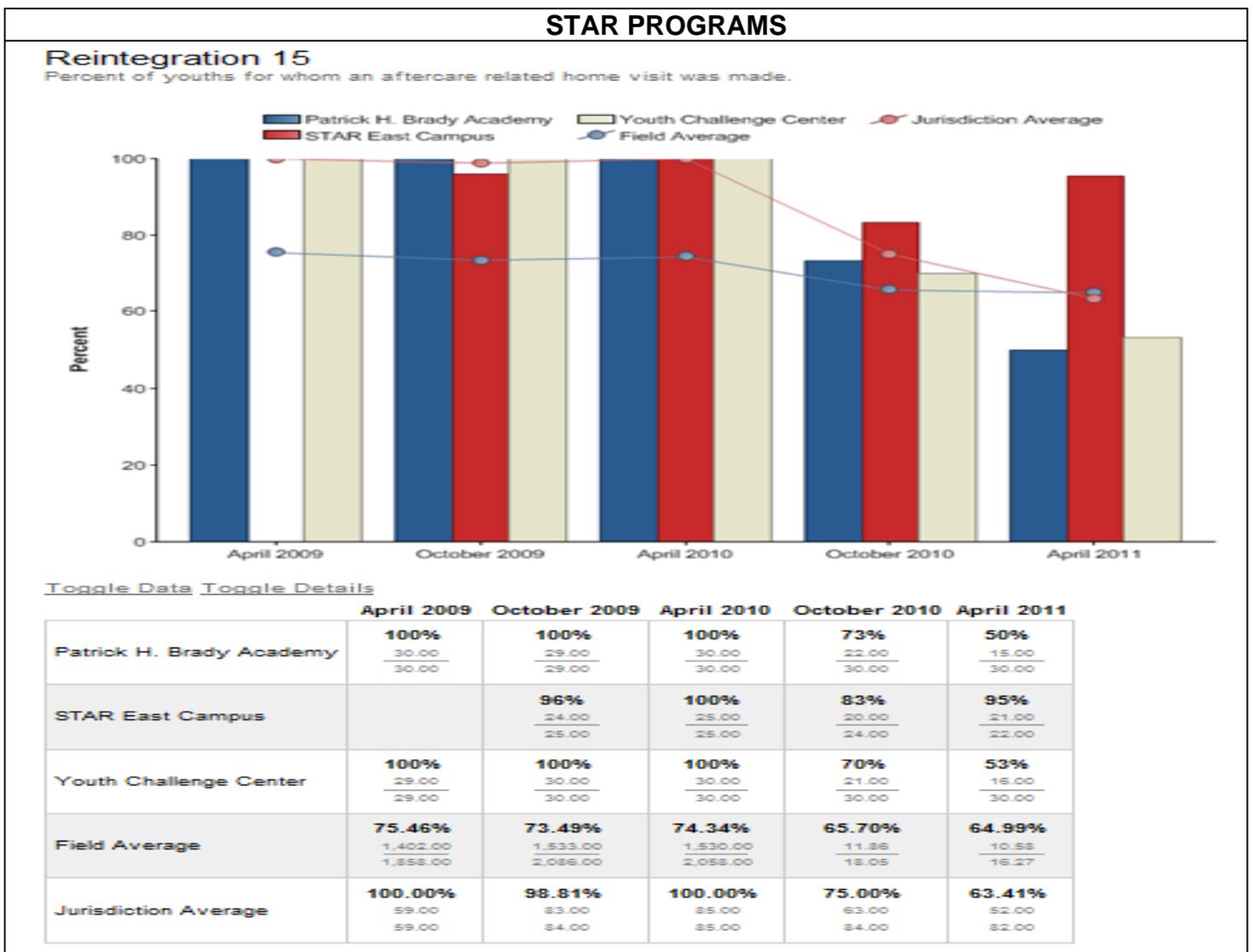
Percent of the youth aftercare case managers that made a family visit to the youth's home was 73 percent in October and 50 percent in April.

**STAR East Camp**

Percent of the youth aftercare case managers that made a family visit to the youth's home was 83 percent in October and 95 percent in April.

**Youth Challenge Center**

Percent of the youth aftercare case managers that made a family visit to the youth's home was 70 percent in October and 53 percent in April.



**Reintegration 16 Referred Youth**

**Percent of youth who have been referred.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 79.63%.

**Brady Academy**

Percent of youth that has been referred to aftercare services was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth that has been referred to aftercare services was 100 percent in October and 100 percent in April.

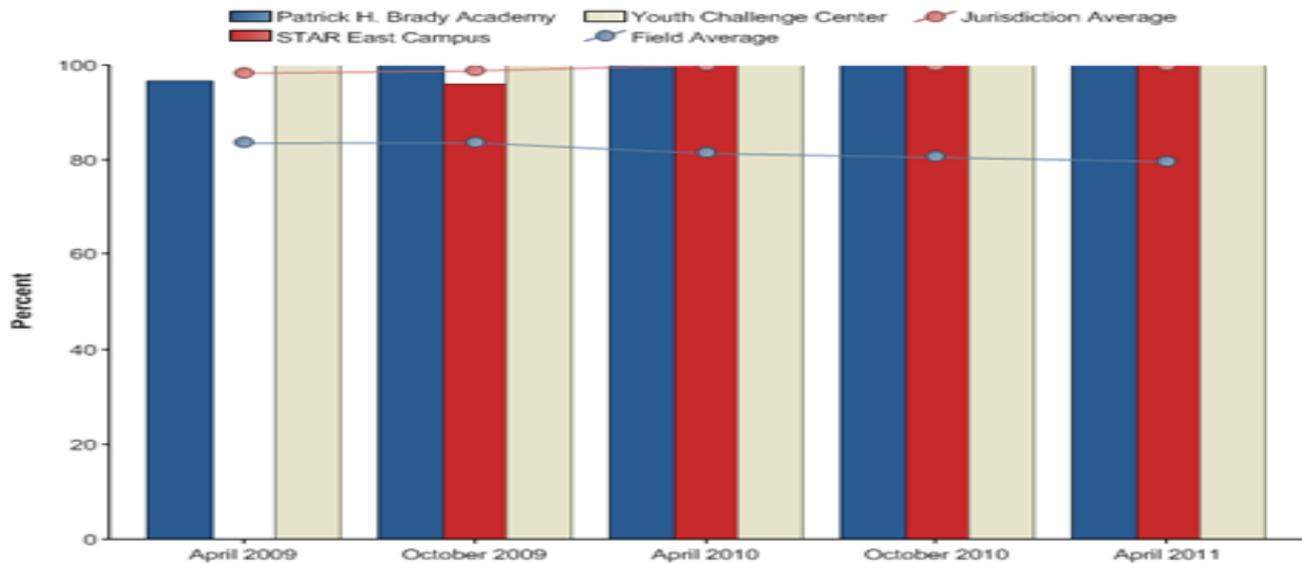
**Youth Challenge Center**

Percent of youth that has been referred to aftercare services was 100 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 16**

Percent of youths who have been referred to community-based service(s).



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>97%</b> 29.00 30.00	<b>100%</b> 29.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>STAR East Campus</b>		<b>96%</b> 24.00 25.00	<b>100%</b> 25.00 25.00	<b>100%</b> 24.00 24.00	<b>100%</b> 22.00 22.00
<b>Youth Challenge Center</b>	<b>100%</b> 29.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Field Average</b>	<b>83.56%</b> 1,210.00 2,166.00	<b>83.62%</b> 2,042.00 2,442.00	<b>81.37%</b> 1,996.00 2,453.00	<b>80.55%</b> 15.85 19.67	<b>79.63%</b> 14.01 17.59
<b>Jurisdiction Average</b>	<b>98.31%</b> 58.00 59.00	<b>98.81%</b> 83.00 84.00	<b>100.00%</b> 85.00 85.00	<b>100.00%</b> 84.00 84.00	<b>100.00%</b> 82.00 82.00

**Reintegration 17 Aftercare Treatment Plan: Referral**

**Percent of youth who needed follow-up treatment and were referred to at least one community-based service outlined in their aftercare treatment plan.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 88.30%.

**Brady Academy**

Percent of youth who are referred to at least one community-based service as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth who are referred to at least one community-based service as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

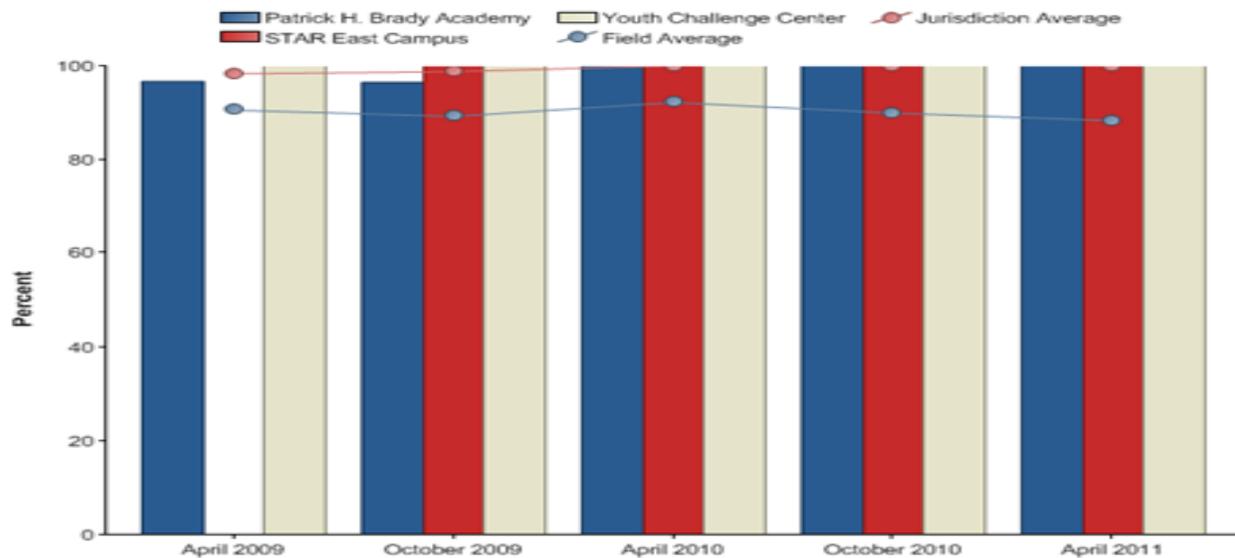
**Youth Challenge Center**

Percent of youth who are referred to at least one community-based service as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 17**

Percent of youths who needed follow-up treatment and were referred to at least one community-based service as outlined in their aftercare treatment plan.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>97%</b> 29.00 30.00	<b>96%</b> 27.00 28.00	<b>100%</b> 28.00 28.00	<b>100%</b> 30.00 30.00	<b>100%</b> 29.00 29.00
<b>STAR East Campus</b>		<b>100%</b> 24.00 24.00	<b>100%</b> 24.00 24.00	<b>100%</b> 24.00 24.00	<b>100%</b> 22.00 22.00
<b>Youth Challenge Center</b>	<b>100%</b> 29.00 29.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00	<b>100%</b> 30.00 30.00
<b>Field Average</b>	<b>90.54%</b> 1,752.00 1,935.00	<b>89.22%</b> 1,937.00 2,171.00	<b>92.19%</b> 1,911.00 2,073.00	<b>89.92%</b> 15.07 16.75	<b>88.30%</b> 13.15 14.89
<b>Jurisdiction Average</b>	<b>98.31%</b> 58.00 59.00	<b>98.78%</b> 81.00 82.00	<b>100.00%</b> 82.00 82.00	<b>100.00%</b> 84.00 84.00	<b>100.00%</b> 81.00 81.00

**Reintegration 18 Aftercare Treatment Plan: Health Care**

**Percent of youth who needed follow-up health treatment and were referred for health care as outlined in their aftercare treatment plan.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 98.18%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 80.12%.

**Brady Academy**

Percent of youth who needed follow-up treatment and were referred for health care as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth who needed follow-up treatment and were referred for health care as outlined in their aftercare treatment plan was 93 percent in October and 95 percent in April.

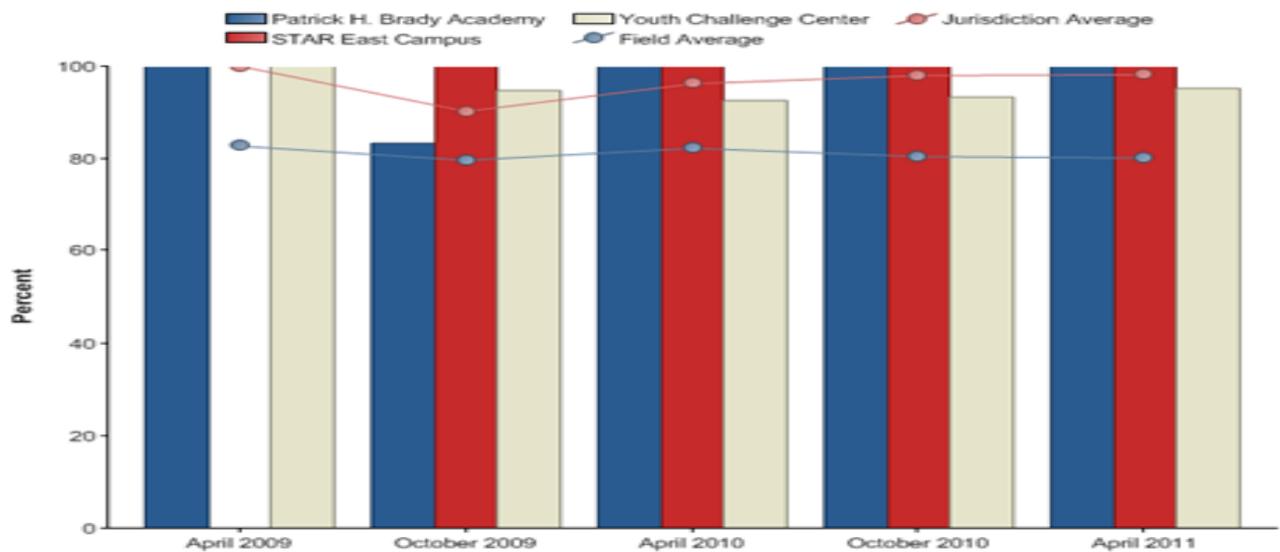
**Youth Challenge Center**

Percent of youth who needed follow-up treatment and were referred for health care as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 18**

Percent of youths who needed follow-up health treatment and were referred for health care as outlined in their aftercare treatment plan.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 7.00 / 7.00	83% 15.00 / 18.00	100% 10.00 / 10.00	100% 16.00 / 16.00	100% 18.00 / 18.00
STAR East Campus		100% 4.00 / 4.00	100% 16.00 / 16.00	100% 19.00 / 19.00	100% 16.00 / 16.00
Youth Challenge Center	100% 2.00 / 2.00	95% 18.00 / 19.00	93% 25.00 / 27.00	93% 14.00 / 15.00	95% 20.00 / 21.00
Field Average	82.73% 412.00 / 498.00	79.65% 501.00 / 629.00	82.25% 505.00 / 614.00	80.49% 3.75 / 4.66	80.12% 3.94 / 4.92
Jurisdiction Average	100.00% 9.00 / 9.00	90.24% 37.00 / 41.00	96.23% 51.00 / 53.00	98.00% 49.00 / 50.00	98.18% 54.00 / 55.00

**Reintegration 19 Aftercare Treatment Plan: Mental Health Care**

**Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 86.90%.

**Brady Academy**

Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

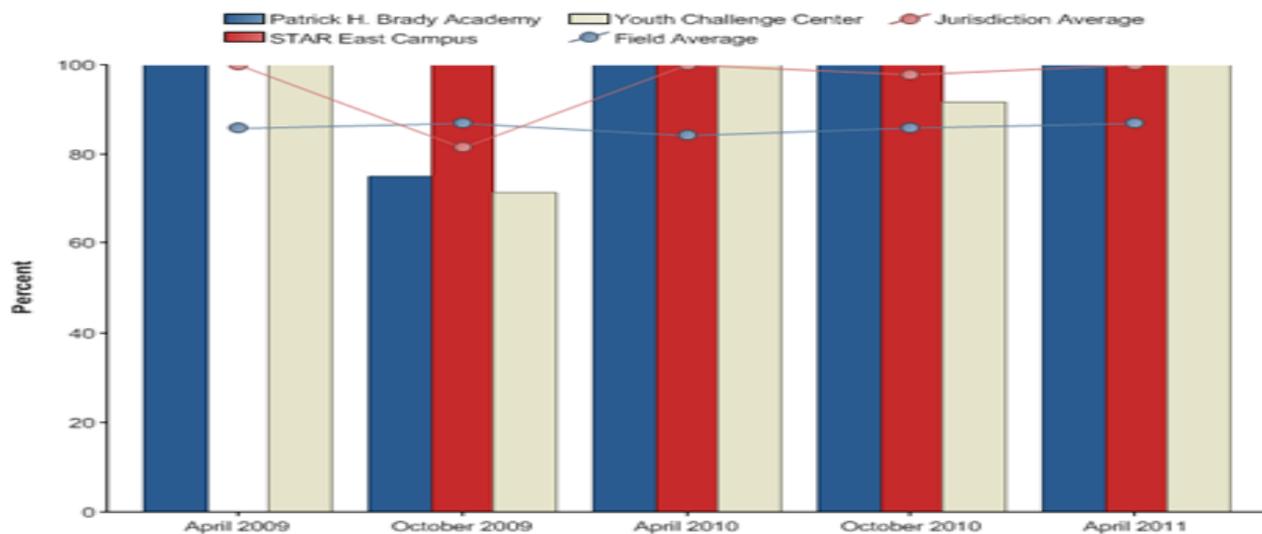
**Youth Challenge Center**

Percent of youth who needed follow-up mental health treatment and were referred for mental health treatment as outlined in their aftercare treatment plan was 92 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 19**

Percent of youths who needed follow-up mental health treatment and were referred for mental health care as outlined in their aftercare treatment plan.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	100% 12.00 / 12.00	75% 12.00 / 16.00	100% 14.00 / 14.00	100% 17.00 / 17.00	100% 19.00 / 19.00
STAR East Campus		100% 13.00 / 13.00	100% 17.00 / 17.00	100% 16.00 / 16.00	100% 15.00 / 15.00
Youth Challenge Center	100% 11.00 / 11.00	71% 10.00 / 14.00	100% 19.00 / 19.00	92% 11.00 / 12.00	100% 18.00 / 18.00
Field Average	85.76% 789.00 / 920.00	86.91% 963.00 / 1,108.00	84.17% 771.00 / 916.00	85.89% 6.45 / 7.52	86.90% 6.73 / 7.75
Jurisdiction Average	100.00% 23.00 / 23.00	81.40% 35.00 / 43.00	100.00% 50.00 / 50.00	97.78% 44.00 / 45.00	100.00% 52.00 / 52.00

**Reintegration 20 Aftercare Treatment Plan: Substance Abuse Care**

**Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 100.00%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 78.25%.

**Brady Academy**

Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

**STAR East Camp**

Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

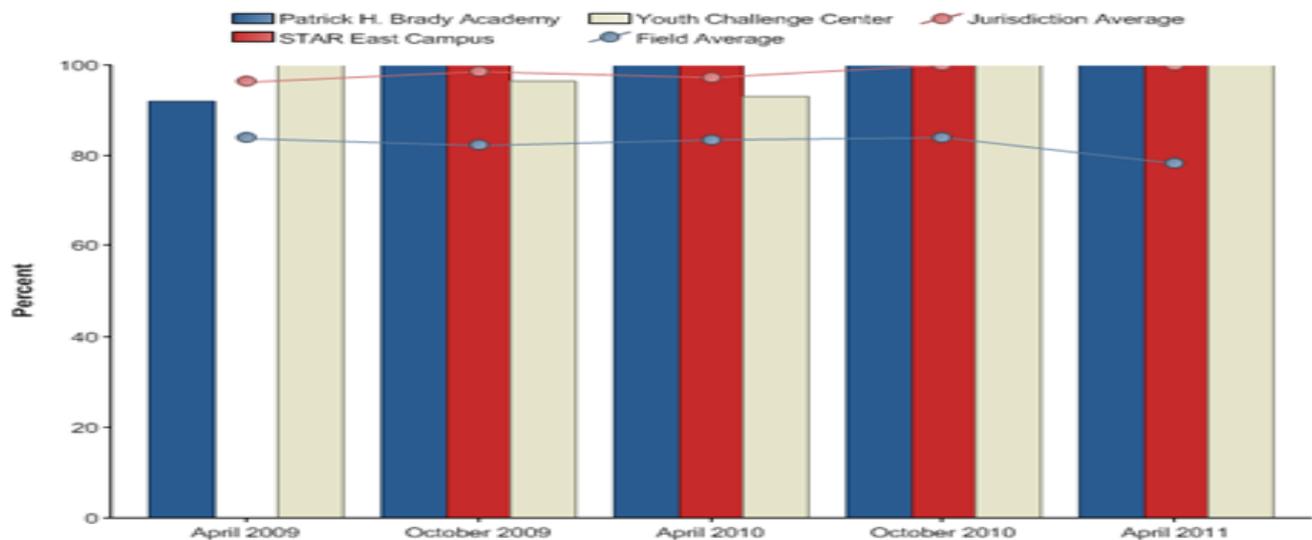
**Youth Challenge Center**

Percent of youth who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan was 100 percent in October and 100 percent in April.

**STAR PROGRAMS**

**Reintegration 20**

Percent of youths who needed follow-up substance abuse treatment and were referred for substance abuse treatment as outlined in their aftercare treatment plan.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	92% 23.00 25.00	100% 22.00 22.00	100% 23.00 23.00	100% 22.00 22.00	100% 22.00 22.00
STAR East Campus		100% 19.00 19.00	100% 21.00 21.00	100% 19.00 19.00	100% 18.00 18.00
Youth Challenge Center	100% 28.00 28.00	96% 27.00 28.00	93% 27.00 29.00	100% 29.00 29.00	100% 28.00 28.00
Field Average	83.79% 1,070.00 1,277.00	82.24% 1,176.00 1,430.00	83.48% 1,117.00 1,338.00	83.99% 8.74 10.41	78.25% 7.71 9.86
Jurisdiction Average	96.23% 51.00 53.00	98.55% 68.00 69.00	97.26% 71.00 73.00	100.00% 70.00 70.00	100.00% 68.00 68.00

**Reintegration 21 Community Service/Agency Program Acceptance**

**Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release.**

**Brady Academy**

Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release was 97 percent in October and 93 percent in April.

**STAR East Camp**

Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release was 100 percent in October and 93 percent in April.

**Youth Challenge Center**

Percent of youth who have been accepted/admitted to at least one community service/agency program prior to release was 97 percent in October and 93 percent in April.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 95.00%.

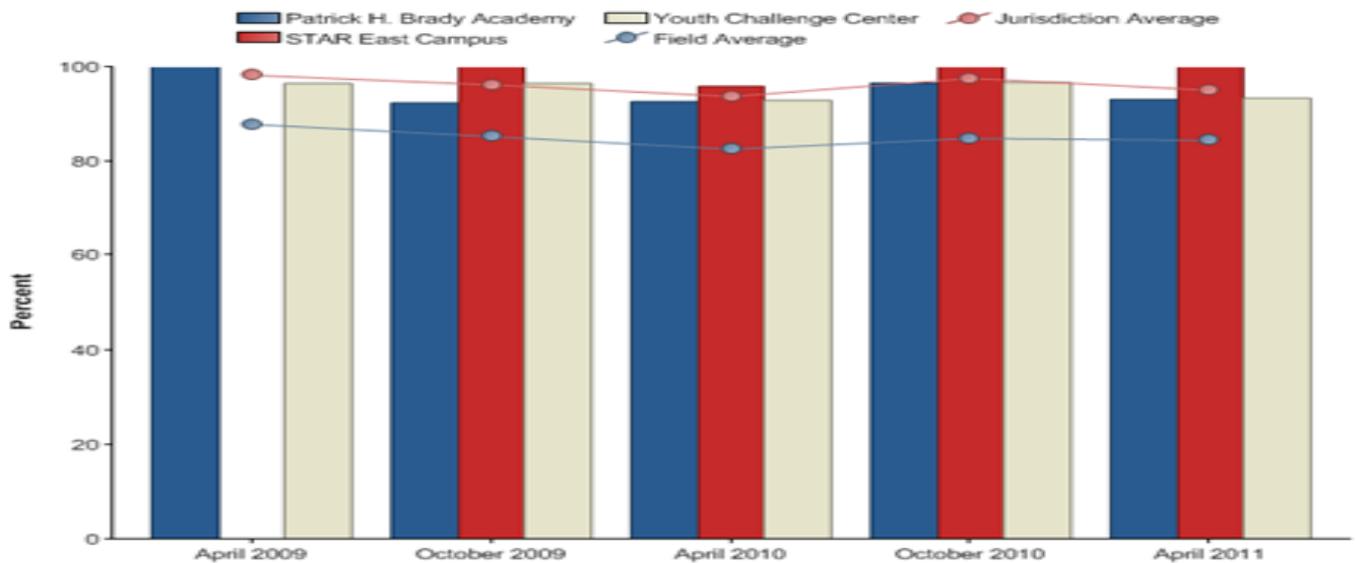
**National Average/Field Average**

The national average for this outcome measure (OM) is currently 84.37%.

**STAR PROGRAMS**

**Reintegration 21**

Percent of youths who have been accepted/admitted to at least one community service/agency program prior to release.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>100%</b> 27.00 27.00	<b>92%</b> 24.00 26.00	<b>93%</b> 25.00 27.00	<b>97%</b> 28.00 29.00	<b>93%</b> 27.00 29.00
STAR East Campus		<b>100%</b> 24.00 24.00	<b>96%</b> 23.00 24.00	<b>100%</b> 22.00 22.00	<b>100%</b> 21.00 21.00
Youth Challenge Center	<b>96%</b> 27.00 28.00	<b>96%</b> 27.00 28.00	<b>93%</b> 26.00 28.00	<b>97%</b> 29.00 30.00	<b>93%</b> 28.00 30.00
Field Average	<b>87.79%</b> 1,423.00 1,621.00	<b>85.21%</b> 1,538.00 1,805.00	<b>82.53%</b> 1,417.00 1,717.00	<b>84.82%</b> 11.88 13.98	<b>84.37%</b> 10.42 12.36
Jurisdiction Average	<b>98.18%</b> 54.00 55.00	<b>96.15%</b> 75.00 78.00	<b>93.67%</b> 74.00 79.00	<b>97.53%</b> 79.00 81.00	<b>95.00%</b> 76.00 80.00

### Reintegration 24 Community Service/Agency Program Knowledge

**Percent of interviewed youth who know they are going to a community service/agency program upon release.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 85.61%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 65.28%.

**Brady Academy**

In October 86 percent of interviewed youth said they knew they were going to a community service/agency program upon release and 85 percent in April.

**STAR East Camp**

In October 77 percent of interviewed youth said they knew they were going to a community service/agency program upon release and 88 percent in April.

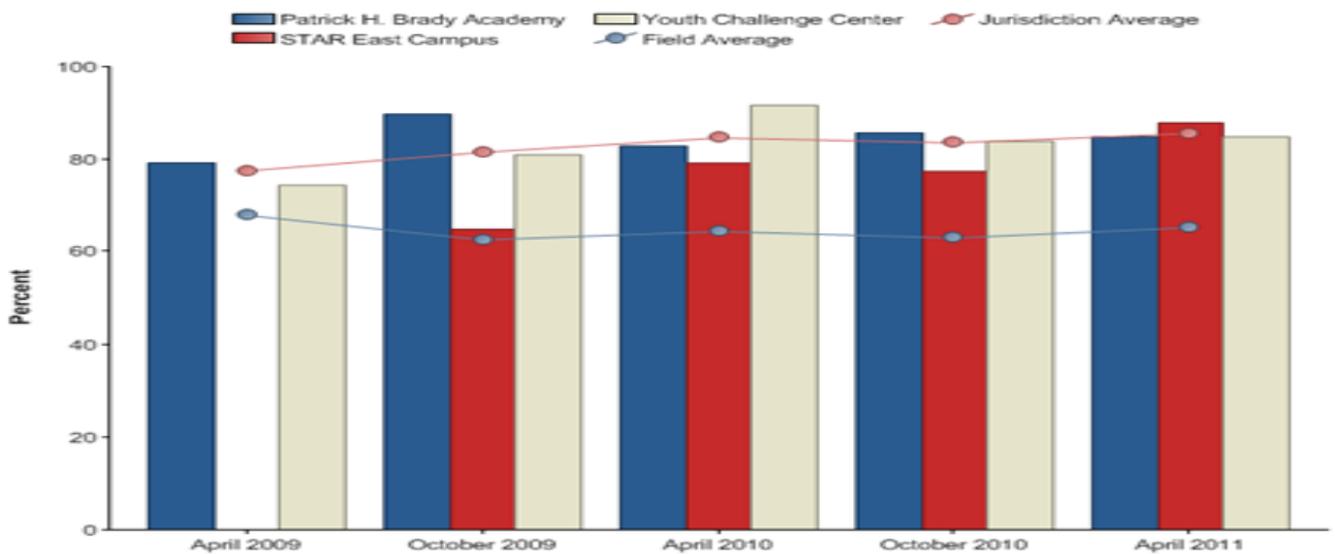
**Youth Challenge Center**

In October 84 percent of interviewed youth said they knew they were going to a community service/agency program upon release and 85 percent in April.

### STAR PROGRAMS

#### Reintegration 24

Percent of interviewed youths who know they are going to a community service/agency program upon release.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	<b>79%</b> 61.00 77.00	<b>90%</b> 70.00 78.00	<b>83%</b> 58.00 70.00	<b>86%</b> 72.00 84.00	<b>85%</b> 56.00 66.00
STAR East Campus		<b>65%</b> 24.00 37.00	<b>79%</b> 19.00 24.00	<b>77%</b> 24.00 31.00	<b>88%</b> 29.00 33.00
Youth Challenge Center	<b>74%</b> 32.00 43.00	<b>81%</b> 34.00 42.00	<b>92%</b> 33.00 36.00	<b>84%</b> 26.00 31.00	<b>85%</b> 28.00 33.00
Field Average	<b>67.90%</b> 2,413.00 3,554.00	<b>62.59%</b> 2,615.00 4,178.00	<b>64.43%</b> 2,416.00 3,750.00	<b>63.01%</b> 18.86 29.94	<b>65.28%</b> 16.61 25.45
Jurisdiction Average	<b>77.50%</b> 93.00 120.00	<b>81.53%</b> 128.00 157.00	<b>84.62%</b> 110.00 130.00	<b>83.56%</b> 122.00 146.00	<b>85.61%</b> 113.00 132.00

### Reintegration 25 Community Service/Agency Program Information

Of those who know they are going to a program, the percent of youth who know the name and have information about the community service/agency staff he/she has been linked with before release.

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 71.68%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 55.62%.

**Brady Academy**

A (FIP) was developed for this (OM) in April 2008 and has deemed it successful.

**STAR East Camp**

A (FIP) was developed for this (OM) in April 2009 and has been deemed successful and formally closed. This FIP was re-opened April 2011. See details below.

**Youth Challenge Center**

A (FIP) was developed for this (OM) in April 2009 and has been deemed successful and formally closed.

**Brady Academy**

Of those who knew they were going to a program, 72 percent of youth in October knew the name and had information about the community services/agency staff he/she has been linked with before release. In April, 77 percent of youth had this information.

**STAR East Camp**

Of those who knew they were going to a program, 54 percent of youth in October knew the name and had information about the community services/agency staff he/she has been linked with before release. In April, 52 percent of youth had this information.

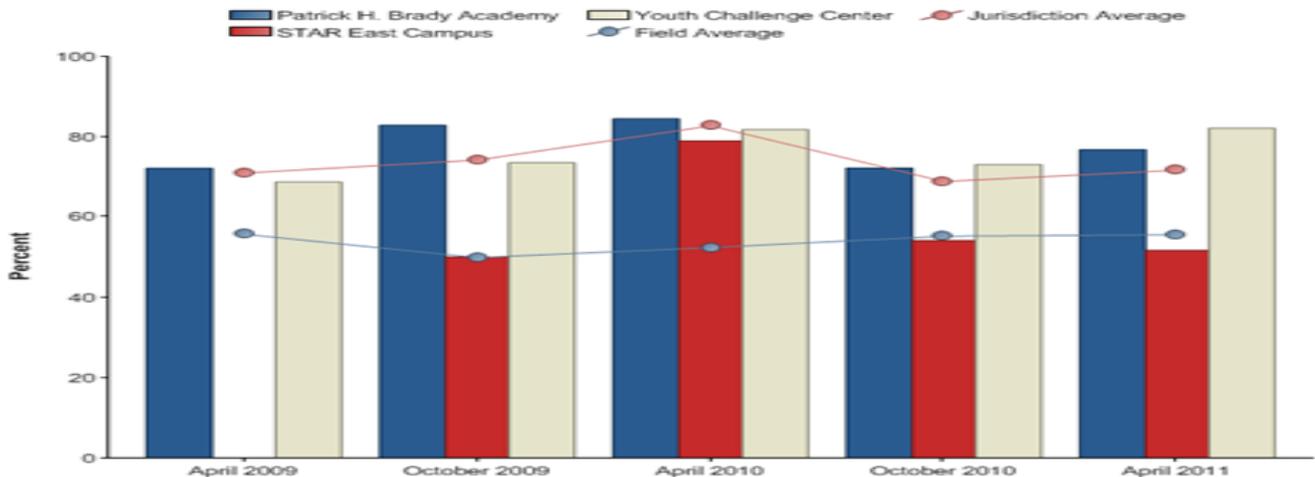
**Youth Challenge Center**

Of those who knew they were going to a program, 73 percent of youth in October knew the name and had information about the community services/agency staff he/she has been linked with before release. In April, 82 percent of youth had this information.

### STAR PROGRAMS

**Reintegration 25**

Of those who know they are going to a program, the percent of youths who know the name and have information about the community services/agency staff he/she has been linked with before release.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>72%</b> 44.00 61.00	<b>83%</b> 58.00 70.00	<b>84%</b> 49.00 58.00	<b>72%</b> 52.00 72.00	<b>77%</b> 43.00 56.00
<b>STAR East Campus</b>		<b>50%</b> 12.00 24.00	<b>79%</b> 15.00 19.00	<b>54%</b> 13.00 24.00	<b>52%</b> 15.00 29.00
<b>Youth Challenge Center</b>	<b>69%</b> 22.00 32.00	<b>74%</b> 25.00 34.00	<b>82%</b> 27.00 33.00	<b>73%</b> 19.00 26.00	<b>82%</b> 23.00 28.00
<b>Field Average</b>	<b>55.74%</b> 1,345.00 2,413.00	<b>49.90%</b> 1,305.00 2,615.00	<b>52.40%</b> 1,266.00 2,416.00	<b>55.24%</b> 10.42 18.86	<b>55.62%</b> 9.24 16.61
<b>Jurisdiction Average</b>	<b>70.97%</b> 66.00 93.00	<b>74.22%</b> 95.00 128.00	<b>82.73%</b> 91.00 110.00	<b>68.85%</b> 84.00 122.00	<b>71.68%</b> 81.00 113.00

**Facility Improvement Plan for STAR East Campus**

Outcome Measure	Program	Current Value	Average Value	Goal
<b>Reintegration 25- Of those who know they are going to a program, the percent of youth who know the name and have information about the community service/agency staff he/she has been linked with before release.</b>	STAR East Camp	52	56	60

**PbS Facility Improvement Plan: 7 Action Step Improvement Process**

The following Action Steps are used as a template in order for programs and PbS teams to work on clearly defined details in order to achieve and sustain improvements on selected PbS outcome measures.

**Action Step 1: Analysis of Performance:** For Action Step 1, Analysis of Performance, the PbS FIP Improvement Team should engage in a thorough review of the resources that are available to assess outcome measure performance:

- PbS Goal, Standard, Outcome Measure, Expected Practice and Process/PbS Glossary: review relevant terms/PbS Outcome Measure Calculation Document Explanation/PbS Outcome Measure Dashboard/PbS Outcome Measure Facility Type Field Averages: Detention and Corrections

**Action Step 2: Creating Buy In:** For Action Step 2, Creating Buy In, the PbS FIP Improvement Team should document the actions required to create communication and leadership support for the specific FIP outcome measure improvement.

**Action Step 3: Setting Outcome Measure Goal:** Outcome Measure goals should be selected from the Improvement Plan Subjects section of the PbS FIP. This Action Step should explain how and why the Outcome Measure Goal was selected, and whether it is a short or long term goal.

**Action Step 4: Improvement Process Action Steps:** The Improvement Process Action Step should describe in detail what are the specific actions and initiatives that have been created and that are going to be initiated to change process to result in improved outcome performance.

**Action Step 5: Interim Measures:** The Interim Measures Action Step should describe in detail what the specific intermediate measures are that have been selected to monitor performance between formal PbS data collections. The Action Step should describe what specific data elements will be tracked, the frequency of interim measure reviews, and the forum in which the interim measures will be reviewed and discussed.

- Interim measures can identify interim successes/Develop mile markers (monthly, weekly and daily) /Incorporate data integrity to assure reliable and valid data. This will also assist in assuring comprehensive reporting.

**Action Step 6: Sustaining Performance:** The Sustaining Performance Action Step should describe in detail what strategies have been discussed and selected to support sustaining improved performance. This Action Step is closely linked with Action Step 5, Interim Measures.

- Look for a stream of outcomes that allows an on-going review of the total improvement process/Compare current data with past performance/Market results through e-mail, newsletters, employee recognition, and provide verbal recognition.

**Action Step 7: Performance Recognition:** The Performance Recognition Action Step should describe in detail what strategies have been discussed and selected to formally and informally recognize efforts put forth contributing to improved performance. Recognition is not dependent on improvement and can certainly be initiated in recognition of effort. Performance improvement often requires a sustained and persistent effort. Recognition should not be something that only occurs upon success.

- Reward progress/Recognize incremental steps forward - for both youth and staff/Develop recognition/ reward/ incentive program for staff/ kids.

### Reintegration 29 Authorization of Leave/Passes/Furloughs

**Percent of youth getting authorized leaves/passes/furlough from the facility.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 63.41%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 22.52%.

**Brady Academy**

Percentage of youth getting authorized leave/passes/furloughs from the facility was 77 percent in October and 40 percent in April.

**STAR East Camp**

Percentage of youth getting authorized leave/passes/furloughs from the facility was 100 percent in October and 86 percent in April.

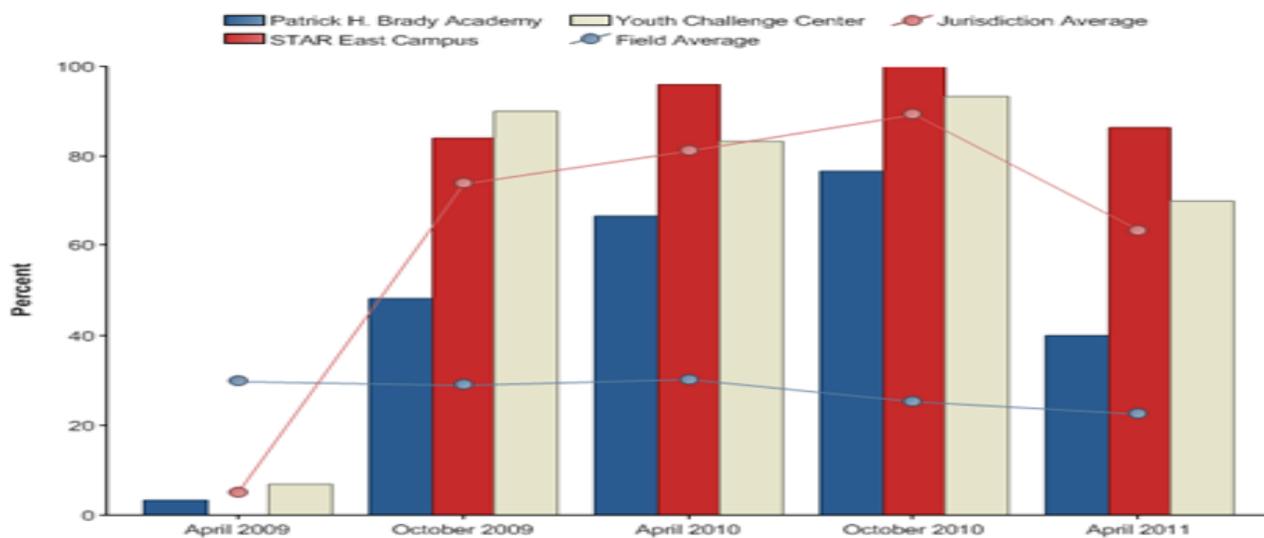
**Youth Challenge Center**

Percentage of youth getting authorized leave/passes/furloughs from the facility was 93 percent in October and 70 percent in April.

### STAR PROGRAMS

#### Reintegration 29

Percent of youths getting authorized leaves/passes/furloughs from the facility.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
<b>Patrick H. Brady Academy</b>	<b>3%</b> 1.00 30.00	<b>48%</b> 14.00 29.00	<b>67%</b> 20.00 30.00	<b>77%</b> 23.00 30.00	<b>40%</b> 12.00 30.00
<b>STAR East Campus</b>	<b>7%</b> 2.00 29.00	<b>84%</b> 21.00 25.00	<b>96%</b> 24.00 25.00	<b>100%</b> 24.00 24.00	<b>86%</b> 19.00 22.00
<b>Youth Challenge Center</b>	<b>7%</b> 2.00 29.00	<b>90%</b> 27.00 30.00	<b>83%</b> 25.00 30.00	<b>93%</b> 28.00 30.00	<b>70%</b> 21.00 30.00
<b>Field Average</b>	<b>29.78%</b> 845.00 2,166.00	<b>28.95%</b> 707.00 2,442.00	<b>30.25%</b> 742.00 2,453.00	<b>25.30%</b> 4.98 19.67	<b>22.52%</b> 3.96 17.59
<b>Jurisdiction Average</b>	<b>5.08%</b> 3.00 59.00	<b>73.81%</b> 62.00 84.00	<b>81.18%</b> 69.00 85.00	<b>89.29%</b> 75.00 84.00	<b>63.41%</b> 52.00 82.00

### Reintegration 30 Non-English Speaking Youth

**Percent of non-English speaking youth who have reintegration plans written in an appropriate language.**

**Jurisdiction Average**

The jurisdiction average for this outcome measure (OM) is currently 0%.

**National Average/Field Average**

The national average for this outcome measure (OM) is currently 77.78%.

**Brady Academy**

Percentage of non-English speaking youth who have reintegration plans written in another appropriate language did not apply in both data collections.

**STAR East Camp**

Percentage of non-English speaking youth who have reintegration plans written in another appropriate language did not apply in both data collections.

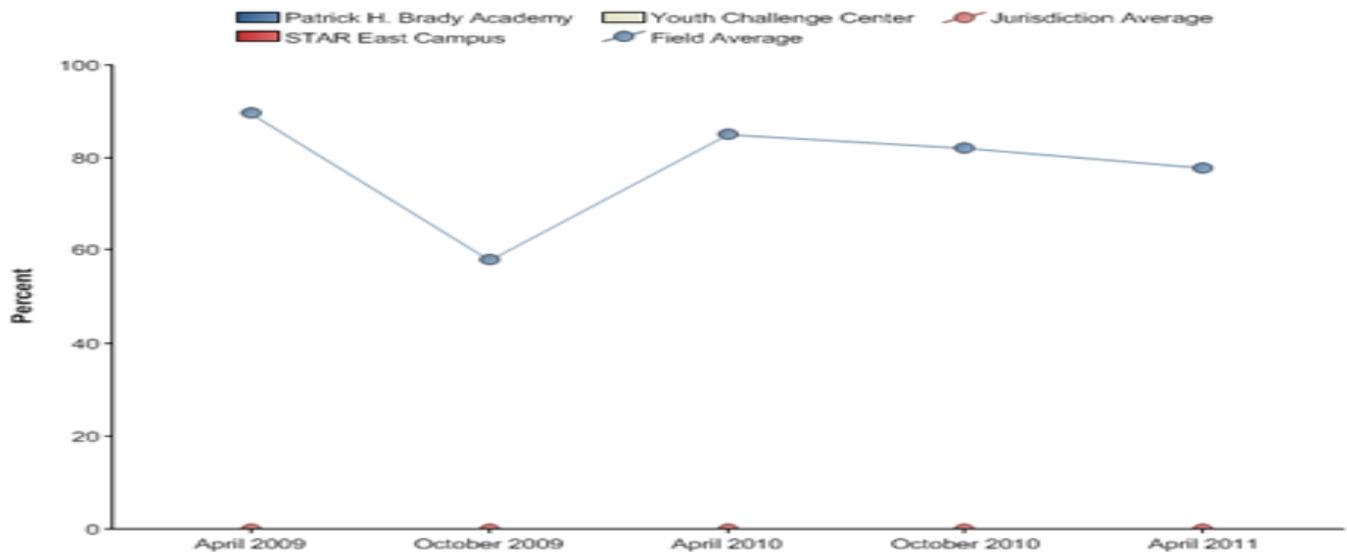
**Youth Challenge Center**

Percentage of non-English speaking youth who have reintegration plans written in another appropriate language did not apply in both data collections.

### STAR PROGRAMS

#### Reintegration 30

Percent of non-English speaking youths who have reintegration plans written in an appropriate language.



[Toggle Data](#) [Toggle Details](#)

	April 2009	October 2009	April 2010	October 2010	April 2011
Patrick H. Brady Academy	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
STAR East Campus		0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
Youth Challenge Center	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00	0% 0.00 0.00
Field Average	89.47% 17.00 19.00	57.89% 11.00 19.00	85.00% 17.00 20.00	82.05% 0.48 0.59	77.78% 0.48 0.61
Jurisdiction Average	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00	0.00% 0.00 0.00

