



JUVENILE REHABILITATION ANNUAL REPORT



Washington State Department of
CHILDREN, YOUTH & FAMILIES

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From Felice

Executive Summary: Felice Upton, JR Assistant Secretary



Dear Friends,

I am excited to be able to share with you Washington State Juvenile Rehabilitation's (JR) first annual report. It is an honor to be able to serve in this role and I feel an obligation to ensure that we are transparent both about the work we have already accomplished, and what we hope to accomplish in the coming year.

The report includes highlights from all areas of service throughout JR and it is my hope that you enjoy learning about the ways in which JR employees from across the agency are working to make the lives of the young people we serve and the communities we serve better for all.

This report highlights many of the ways in which, despite a global pandemic and a remarkably tough year, we were able to innovate, create, serve, and persevere.

Our annual report shares the ways in which:

- We demonstrated our commitment to our workforce and giving them the work environment that they need in order to best provide care for the young people we serve.
- We have increased awareness of our work, and transparency about the ways we work both inside and across JR and with our community stakeholders and partners.
- We show up each and every day in service to the state of Washington.

Each area of service contributes to the continuity of care in JR.

I am thankful for all of the work we are doing daily to ensure that we disrupt the pathway to adult systems involvement and open opportunity for the young people in our care.

Best,

Felice J. Upton

Felice

Clinical, Training, and Consultation Team

Clinical Team: *Ted Ryle, Clinical Director*

Team

- Onboarded new Integrated Treatment Model (ITM) Trainer and Behavioral Health Administrator.
- Established positions and hired Peer Support Program Specialist and Behavioral Health/POST Project Manager.
- Integrated Quality Assurance (QA) and Intake Assessment Specialist teams into Clinical/Training Team.
- Shifted responsibilities of ITM Consultants to align support with establishment of new Dialectical Behavior Therapy (DBT) and Substance Use Disorder (SUD) Specialist positions.

Training

- Developed New Employee Academy and piloted at Green Hill and Echo Glen Children’s Center.
- Updated Suicide Prevention Training and onboarded new trainer as additional provider of the training.
- Worked with Community Safety Training (CST) and Crisis Management and Intervention Support (CMIS) and Trauma Informed Care (TIC) expert to incorporate TIC strategies into training.

Suicide Prevention

- Implemented quality improvements in Designated Suicide Prevention Specialist (DSPS) Quality Assurance processes and improved protocol for data tracking.
- Successfully completed audit with the National Commission on Correctional Healthcare (NCCHC).
- Updated Suicide Prevention Policy following advice of NCCHC, to include policy changes and QA practices with mental health professional notification, consultation, and follow-up.
- Onboarded several new DSPS personnel, including HQ DSPS back-up members for the team.
- Provided training on reviewing the Suicide and Self-harm Screen (SSS) and assigning Suicide Precaution Level (SPL) to onboard new members and assess inter-rater consistency.

Peer Services (Youth)

- Partnered with Health Care Authority (HCA) and influenced system partners to identify increasing Peer Support Services for youth in JR as the Results WA goal 4.2 Behavioral Health in Community goal.
- Presented 4.2 plan to Governor Inslee and stakeholders, in partnership with HCA and Peers/Mentors, current providing or receiving supports that center the role of lived experience in the service.
- Hosted six-week, 36-hour training with SPARK (Students Providing & Receiving Knowledge) with 20 youth in all institutions and four group homes through grant with HCA.
- Hosted and funded a zoom-based Certified Peer Counselor (CPC) training with HCA funds. Three graduates of SPARK completed the training, along with Youth Peer Counselors from around the state.
- At least two of the CPC graduates are working as Peers and are participating in Operationalizing Peer Support Advisory Group.
- Established and hired a Peer Support Program Specialist 4 Position to support the entire agency.

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- Modified the MST-FIT contract with Comprehensive Health Services to change to standard MST plus Peer to save money and align with Results WA goal. Comprehensive hired the Peer after challenging recruitment.
- Executed contract with JASPR Health to pilot Peer Bridger services in three regions. Peer Bridgers will engage youth to support reentry process.
- Partnered with JASPR to recruit members of Operationalizing Peer Support Advisory Group. Held first meeting in June.

Trauma Informed Care

- Worked with national trauma informed care expert (Chris Branson) and local TIC workgroups to explore improved TIC practices. This included integrating TARGET/TIC strategies in to CST and CMIS; surveying staff regarding best practices for staff support at two institutions and in regions 1 and 2; consulting with region 1-2 team to engage in local practices for staff support.
 - The R1-2 TIC Workgroup needs to receive special acknowledgement! They have worked diligently since completing TIC train the trainer with HCA/EnRoute Coaching in 2019 to support teams in the region and distribute the TIA Tidbits.
- Worked with TIC champions from across DCYF to integrate approaches and leverage opportunities. This work influenced the establishment of a DCYF Staff Peer Support Administrator and two JR Staff Peer Support positions.
- Offered two-day trainings from the International Critical Incident Stress Foundation (ICISF): “Supporting Individuals in Crisis” and “Group Crisis Intervention” to staff in JR and child welfare.
- Executed contract with Advanced Trauma Solutions with current FY funding to train and certify 12 clinicians to provide TARGET intervention to young people (Trauma Affect Regulation: Guide for Education and Treatment).
- Executed contracts with Yoga Behind Bars and Trauma Stewardship to offer trainings and provide education, awareness, and support for staff and youth.
- Executed contract with IOpening Enterprises (Dr. Isaiah Pickens) to provide Elevate Work Equity/TIC training to JR employees.

Risk/Need Assessments

- Worked with Assessment workgroup to engage in equity-focused analysis of current risk assessments and related practices. Implemented changes to decouple release and community facility (CF) eligibility dates from the outdated risk assessments.
- Worked with the Office of Innovation, Alignment, and Accountability (OIAA) and leadership to research and eventually rule out “off the shelf” risk/need assessments.
- Worked with OIAA and juvenile court subject matter experts to begin process of implementing new risk/need assessment (IDEA) that more closely aligns Juvenile Court tool, and concentrates focus of assessment, counseling and service coordination on needs, responsivity, and strengths.
- Began developing/revising Assessor and Case Manager training using CMAP (Case Management and Assessment Process) from juvenile courts to support new assessment process and changes in counselor responsibilities to emphasize needs/strengths-focused counseling and reentry planning.

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- Formalized decision to administer needs assessment every 90 days to provide more dynamic data on changes in risk/needs/strengths. Identified Psychology Associates as back-up assessors.

Medical Team: *Dr. Kym Ahrens, Medical Director*

- Started a “Narcan for All” program for all discharging youth and youth under community supervision.
- Provided opioid/overdose prevention for JR residents and employees.
- Revised the medical training for non-medical personnel training.
- Completed National Commission on Correctional Health Care site visits at each of institutions (Green Hill, Naselle, Echo) in the middle of the Omicron surge.
- Obtained \$1 million grant from DOH/CDC for COVID mitigation.
- Hired two COVID nurses and weathered the Delta and Omicron surges without any youth hospitalizations or deaths.
- All three nurse administrators became VFC (Vaccines for Children) credentialed.
- All three institutions obtained COVID vaccine certification.
- Coordinated for, or gave COVID vaccines to, thousands of residents and staff.
- Trained staff at all eight community facilities to administer COVID rapid tests.
- Set up visitor screening stations at all three secure facilities in order to allow in-person visitation to resume.
- Set up body scanners at Green Hill and Echo to prevent drug overdoses and use a trauma-informed approach to searches.

Behavioral Health Services

- Established and supported recruitments of 15 DBT Program Specialist Positions in partnership with institutions. Have filled most of the positions.
- Established clinical supervision practices with DBT PS5's and supports for their eventual clinical supervision DBT PS3's.
- DBT Specialists, Psych Associates, and Clinical Governance developed Counselor Refocus protocol and Specialist roles, including DBT eligibility determination, with supporting documents that accompanied June Interim Directive.
- Provided two intensive, 40-hour DBT Trainings to almost 100 staff provided by two external DBT expert training organizations. Purchased a library of several asynchronous DBT trainings to further support staff development in the coming months.
- Developed, beta tested, and further revising a "DBT Graduation" test to use to move youth from "skills acquisition" to "skills generalization."
- Established and supported recruitments of nine SUD Specialist positions in partnership with institutions.
- Partnered with Managed Care Organizations (MCO) to provide a webinar
- Worked with Regional Administrators (RAs), CF Administrators (CFAs), and CRS' to develop statement of work for Aftercare Treatment Liaisons for all CFs and regions. Have identified providers for all locations except 1 CF.
- Executed contract with OWL Insights to move behavioral health assessments to a web enabled Measurement-based Care system. Implementation planning has commenced with OWL and internal champions.
- Completed POST OUD Prevention Pilot and moved in to first year of full study. Participated with POST Primary Investigator in presentations at National Prevention Conference. This JR/Seattle Children's Hospital/University of Washington project is one of 10 projects nationally fund through the National Institute of Health HEAL Project (Helping End Addiction Long-term). POST has a 70+% recruitment rate of youth across residential programs.
- Partnered with HCA using SB5118 proviso funding to establish a Medicaid Navigation Specialist to provide Medicaid/MCO education and Selection, and MCO reentry notification to support care coordination. Position is now in recruitment.
- Developed plan and established partnership with Vanderbilt University and Mark Lipsey (international meta-analytic research of JJ best practices and evaluation protocol) to evaluate Aggression Replacement Training (ART) programs using Evidence Based Education funds. This protocol and approach will also inform future EBE investments and analyses.
- Achieved "substantial compliance" in WISE Settlement Agreement (Wrap Around with Intensive Services), resulting in the dismissal of the agreement. JR doubled the number of WISE referral from the end of 2020 through 2021 as a result of successfully competing for a grant from the Office of Homeless Youth to fund a WISE Engagement Coordinator.
- Onboarded six new members of Clinical Governance Committee.

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Institutions

Green Hill School (GHS): *Jennifer Redman, Superintendent*



Education/Vocation Programs

- Centralia College courses currently have 36 students enrolled.
- Six young people inducted into the Phi Beta Kappa Honor Society at Centralia College.
- One young person currently completing college welding certification at GHS through Centralia College.
- TEPA graduated three cohorts with 18 graduates. [Pre-apprenticeship Trades Rotation Program \(Training\) | ANEW \(anewcareer.org\)](#)
- MADE Men peer-to-peer mentoring [Green Hill Launches Peer Mentoring Program | Washington State Department of Children, Youth, and Families](#)
- Implementation of Beauty from Ashes Personal Training Program with 20 participants completing varying levels of certifications.
- From July 1, 2020 through June 30, 2021, the Academic School granted 39 diplomas and 16 GEDs.
- SMART programming had an 83% completion rate and graduated 40 young people.



Phi Theta Kappa Inductees (one not pictured due to COVID)



Nathon B. Associate in Arts Graduation

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Campus Safety, Security, and Wellness

- Implementation of Body Scanner to support trauma-informed search processes.
- Implementation of the ION Sanitizer to mitigate the spread of COVID and other infectious disease and bacteria spread.
- Maintaining an exemplary GHS Safety Program to include monthly Safety Committee Meetings with near perfect attendance. This was reaffirmed through the results from the DCYF Staff Safety Survey.
- Ongoing implementation of the GHS Crisis Response Team.

Performance-based Standards

- Young person won the national Kids Got Talent contest, earning a GHS staff escorted trip to Nashville in August to perform for a live audience.
- Reduction in staff reported fear for safety in the Staff Climate Survey. Decreased from 48% to 22%.
- Rates of assaults/fights per 100-person days amongst youth is at its lowest in several years. A rate of .1 below the national field average of .4.
- Injuries to youth per 100-person days is .27, below the national field average of .64.
- Injuries to staff per 100-person days is .01, below the national field average of .08.
- Continued reduction in GHS use and average duration of room confinement.
 - Average duration 1.83 hours, below the national field average of 9.69 hours.
 - Rate of use .63, below the national field average of 1.78.
- Most notably is the average ratio of direct care staff to youth during the last data collection month of October 2021. GHS rated 1.57 compared to the national average of 1.32. This is despite the staff challenges we faced in October and the loss of staff due to the vaccine mandate Oct. 18, 2021. GHS continues to recruit and hire into the newly funded positions from JR-25 and Solitary Confinement reduction.

COVID Response

- Implemented safe in-person visitation for young people and families.

STUDENT SUCCESSES AT CENTRALIA COLLEGE

In March 2020, despite the beginning of a pandemic, GHS and Centralia College began their partnership to provide students access to college coursework. This was even more important with the increase in the numbers of young adults at GHS between 18-25 years of age due to new legislation.

Although a slow start, classes offered have grown in number and variety. Since that time, GHS has had nearly 104 admissions to Centralia College.

Of those, there have been five students enrolled into the Phi Theta Kappa Honor Society and several each quarter on the President's, Vice President's, and Dean's lists for GPAs between 3.74-4.00.

Finally, in the Spring of 2022, a GHS Centralia College student, Nathon B. participated in graduation at Centralia College and received his Associate in Arts degree.

- Facilitated numerous COVID vaccination clinics in preparation for vaccine mandate and continue to offer booster clinics.
- Facilitated numerous staff screenings and over a 1,000 COVID tests.
- Continue to be led by an amazing team of Health Center professionals who remain flexible, empathetic, present, and committed to the work they do to keep campus safe.

Operations

- Sent six GHS staff to Washington D.C., Georgetown University for an Eliminating Solitary Confinement Conference with Capstone Project forthcoming for the campus.
- Successfully managed staffing during two snowstorms, a flood, and a period of record heat during the summer, without mandatory overtime implementation.
- Implementation of an onsite Physical Therapy Program in the Health Center, significantly reducing the Security resource needs to support weekly off-site physical therapy appointments.

Personnel Activities and Changes

- Resourced a Human Resource Manager and Human Resource Consultant.
- Funded and hired a permanent Reentry Team Meeting Coordinator.
- Funded and hired four Recreation Therapists.
- Funded and hired two additional Psychology Associates.
- Funded and hired an additional Administrative Assistant 3 to support the recruiting, hiring, and other onboarding functions that have grown in frequency/volume.
- Funded the ongoing hiring and recruitment for DBT Program Specialist positions for each living unit.
- Funded the ongoing recruitment of the Clinical Substance Abuse Administrator and Co-Occurring Administrator positions.
- Adjustments made in the starting Salary Step for new hires/promotions to certain classifications to support recruitment.
- Eleven New Employee Orientation classes held, with 93 new employees hired.

Other Young Person Program Events/Enhancements

- Maintained a level of Cultural Programs on campus with COVID mitigations, to include these events:
 - Juneteenth Event
 - Black History Event
 - Virtual Alive and Free forums
 - Asian Pacific Islander Event
 - Eid al-Fitr celebration meal at the conclusion of Ramadan
 - Sweat Lodges
 - Dia de los Muertos presentation and celebration
 - Virtual Youth Summit hosted by GHS Emerging Leaders Committee members
 - Young person developed and led various cultural education forums for management meetings

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- Additional cultural flags purchased for third flagpole on campus
- Continued partnership with Transformational Mentoring programs, facilitating groups regularly for young people
- Music equipment and recording software acquired and implemented in each unit to respond to youth voice request
- Ongoing expansion of commissary offering based on youth voice requests to include healthy options
- Various GHS policy/standards adjustments to better match to an older population

There are many more accomplishments and new ones underway into 2022. GHS has so much to be proud of in the face of adversity. With all of this success, this campus has endured the loss of team members and young people this past year as well. The camaraderie of our team during these times, uplifting each other and the young people is felt immediately when you walk onto our campus. I am privileged to be a part of it every day.

Promising Practice Site

Georgetown University selected Green Hill as a promising practice site in their efforts to eliminate isolation and reduce the use of room



confinement and isolation. A team of six Green Hill staff, HQ and OIAA staff, and community partner headed to Washington D.C. to hear from the best in the industry about how to create a safe, trauma-

informed environment for both staff and young people. A subset of that team, and a few other key people later followed up with a visit to Salt Lake City, UT, to see how they've implemented some of the best practices in their facilities.

“As part of our firm commitment to trauma-informed environments, we are dedicated to eliminating isolation and the harm it causes. Within trauma-informed environments, our young people and employees are supported and protected while significantly disrupting the school-to-prison pipeline.” - Felice Upton

On the Horizon

- Implementation of a Barber Program at GHS
- Several more Associate in Arts degree earners
- Engagement with four-year degree college to provide advanced degree opportunities for young adults
- Coalition for Juvenile Justice, Emerging Leaders Committee has five GHS members with one serving as Chair. They informed and planned a two-day Youth Summit scheduled in Tacoma, WA, in August 2022 of which they will be facilitating.



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Echo Glen: Willie Fullilove, Superintendent



NCCHC Medical

Eleven standards were addressed involving improvements to emergency response plan, medication administration, facility drills, restraint and seclusion, facility administrative oversight, DSPS protocols, staff trainings, and more.

Staffing

- Four new Registered Nurses hired
- New Dental provider contracted
- New Resident Physician
- New Adolescent Medicine Fellow
- Currently developing contract with new Dental Hygienist

Emergency Response

- New Emergency Response Code Packs developed along with system for ensuring packs are resupplied, regularly checked for expirations, and secured from tampering.
 - Required identifying and order suitable response packs.
 - Verifying necessary supplies.
 - Ordering new portable oxygen tanks and establishing automatic resupply of tanks.
 - Creating system for accountability, security, and resupply.
- New campus-wide First Responder Kits created for all areas of campus, including cottages, kitchen, health center, PBX, school, gym, etc.
- Emergency Response Protocol reviewed with Medical Director and nursing staff.

Medication Administration

New medication administration protocol developed by RN3 to provide for nursing delivered medication on campus.

Safety and Security

- Panic Alarms
 - A radio panic alarm system was established for healthcare providers within the Health Center.
- Key Control Protocol
 - Key Control protocol established and communicated to RN staff.
 - Key Control Tracker created and posted in Nursing Station.
- Radio Control Protocol
 - Radio Control protocol established and communicated to RN staff.
 - Tracker file created in shared drive with future tracker sheets available and space to save past trackers for documentation purposes.
- Worked through corrective action plan recommendations following escape.

Education

- Worked with Orientation Academy staff to improve and expand education provided in orientation in collaboration with Medical Leadership Team.
 - Subjects included de-escalation, working with LGBTQIA+ youth, CPR with Narcan, Good CPR technique, Medication Assisted Therapy (MAT), etc.

COVID

- COVID protocols and guidelines created for Echo Glen Children's Center in collaboration with Medical Leadership Team
- Rapid Testing system procured, introduced, and implemented to Echo Glen.
 - New rapid testing specific protocols and tracking developed.
- Standard Exposure Quarantine and Medical Isolation protocols developed in collaboration with Medical Leadership Team.
- COVID testing tracking system developed.
- Created COVID specific visitation guidelines.

Education

Here are the highlights from our work this school year (so far):

- Created a comprehensive Orientation Process for incoming students with 100% of students participating in Orientation Process.
 - Hope Scale Interview.
 - Student/Family Interview (Gender, Race, Living Arrangement, Low Income, Migrant, Limited English Proficient, School Transition Services, Employment Transition Services, CPS Involvement,

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Mental Illness, Chemically Dependent Family Member, Parental Discord, Incarcerated Family Member, Witnessed DV Against Mother, Experienced Abuse).

- High School Credit Review.
- School Expectations Review.
- Interest and Learning Types Interview.
- Special Education/504/ELL Review (if the student qualifies).
- Academic Testing: STAR/iReady (for Middle School Students with 504 or IEP).
- Development of a Student Guidance Team
- Three high school graduates and five GED graduates this school year.
- World Language Testing (11 students earning between 1-4 credits, six students earning a seal of biliteracy).
- Reinstatement of the GED testing site.
- After-School Program implemented.
- Pilot of behavioral data collection system.
- After-school program has served six out of the seven cottages in programs such as cooking, strength training, Magic the Gathering club, academic tutoring, music, and art!
- We are on track to complete the PEER-EBD (Participatory Evaluation and Expert Review for Classrooms Serving Students with Emotional/Behavioral Disabilities) this school year. This included multiple days of classroom observations, staff interviews (both state and school) and a full team processing session to review program effectiveness.
- New partnerships with Pongo Poetry Project and Screen Writing Project start this summer.
- New cosmetology program in partnership with Evergreen Beauty college.

Campus

- Hired 20 new staff since January for various positions on campus
- Hired a new Food Service Manager
- Created and implemented new Security Officer expectations
- Created a diverse Social Service Team
- Building partnerships with community providers and coordination of care for our Medications for Opiate Use Disorder (MOUD) impacted youth.
- Increased our cultural awareness programming for youth
- Continued incredible partnership and support from Friends of Echo Glen
- Continued Edible Schoolyard curriculum
- Expanded support for Canine Connections program
- Expanded kitten foster program

Naselle Youth Camp (NYC): *Pat Escamilla, Superintendent*



Education/Vocation Programs

- Six youth graduated from NYC high school and 15 received GEDs
- Five youth signed up for Centralia College courses
- Aquaculture program:
 - Raised 50,000 Chum Salmon from egg to fry stage. They were released in Pete's Creek running through the camp.
 - Raised 2,500 rainbow trout to 3/4 a pound each. They were released in Black Lake, Western Lake, and Radar Lake.
 - Raised 360 jumbo trout (5-8 lbs. each). They were released in Black Lake, Western Lake, Radar Lake, and Casey's pond. About 50 had special WA state tags for prizes.
- Residents participated in various vocational programs:
 - Grays Harbor College Forklift and Flagger certificate programs.
 - ANEW constructions and building skills.
 - CPR/First Aid training.
 - Your Money Matters Financial Literacy.
 - Enterprise for Equity Dependable Strengths.
 - Beauty from Ashes personal training.
 - Yoga Behind Bars.
 - Relevant Engagement HERO mentoring and life skills programs.
- Resident work crews completed a total of 19,111 hours of work:
 - Resident maintenance crews completed 5,191 work hours. In addition to assisting with aquaculture needs at Naselle Fish Hatchery and maintaining NYC campus and housing properties, resident crews also performed grounds maintenance at Eden Valley Cemetery, Salmon Creek Cemetery, Ilwaco Cemetery, and Historic Columbia River Quarantine Station.
 - Resident Kitchen Assistants performed 7,572 hours assisting with food prep and kitchen maintenance tasks.
 - Resident Department of Natural Resources (DNR) crews completed 514 hours of forestry support and fire suppression.
 - Resident Building Chiefs completed 5,834 work hours keeping the lodge buildings and laundry clean.

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Campus Safety, Security, and Wellness

- Implemented new resident Mail Scanning process to eliminate the introduction of illegal and controlled substances through mail
- Distributed medical grade purifiers in each lodge, visitor center, and other areas throughout camp
- Implemented ION Sanitizer to mitigate the spread of COVID, other infectious disease and bacteria
- Implemented EcoLab electrostatic sprayers to disinfect surfaces
- Installed 11 outdoor flood and motion sensor lights
- Installed cameras in security vehicles
- Expanded graveyard security perimeter checks to increase presence and awareness
- Implemented Randomizer equipment to select random residents for searches to mitigate contraband
- Completed staff Wellness/Quiet room addition to provide resource for team debriefs
- Ongoing implementation of CMIS training
- Campus-wide reduction in Code 2 and Code 3 calls

Performance-based Standards

- Received the Barbara Allen Hagen PbS Award for continuous facility improvements
- Performed by NYC medical staff, Intake Health Assessments occurred 100% of the time
- Average duration of confinement declined to 2.9 hours per incident of confinement

COVID Response

- Maintain point of entry COVID screening station
- NYC passed its Vaccines for Children survey and the COVID vaccination survey
- Procurement of Rapid Test equipment
- Secured 1,500 home test kits
- NYC vaccinated all residents for influenza
- Air purification efforts were made in living units, visitor center, medical, and dental

Operations

- Six employees attended DBT Intensive Training
- Passed 2021 Prison Rape Elimination Act (PREA) Audit
- Sent one staff to Washington D.C. for OJJ Reduction in Isolation/Room Confinement Conference
- In order to increase a diverse team viewpoint, living unit managers were added to the leadership team

Personnel Activities and Changes

- Newly hired positions (2) Rec Specialists; (2) PS5; (1) PS4; (1) PS3
- Advocated and received support for pay adjustments in Food Service and Clerical positions

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Other Young Person Program Events/Enhancements

- 2022 Black History Event featuring The Buffalo Soldiers
- 2021 Juneteenth Event featuring Awodi African Drumming
- 2021 Potlatch Events
- 2021 LGBTQIA+ celebration
- 2021 Christmas Around the World and gift bags
- Provide lodge cooking classes to improve resident living skills and cultural awareness
- Staff led crocheting classes, which enabled residents to learn crocheting and create personal use blankets
- Provided three cords of firewood to GHS for Cultural Sweat Lodge
- Continued to support cultural groups throughout the fiscal year

Community and Reentry

As we reflect on the year in review, three key pillars resonate throughout our many accomplishments: Our *Passion* for the work we do each and every day; the care and commitment by the *People* who show up, advocate, and assist the young people, families, and community; and the *Product* of our collective successes. Together, we share in this success through our individual contributions, team work, values, and common purpose.

Here are just a few of the many highlights from this past year.

- 817 community service hours performed by youth in Community Facilities
- \$41,000 restitution paid by young people in Community Facilities
- 201 youth served in Community Facilities
- 21 enrolled college students average per month in Community Facilities
- 1,864 Functional Family Parole (FFP) sessions, an average of 155 meetings per month statewide
- Over \$100,000 in young adult rental assistance and housing service supports
- 830 Interstate Compact for Juveniles (ICJ) youth served
- 82 youth on average per month served in legal advocacy services
- 46 youth and 14 community partner trainings provided in Transformational Mentoring through Credible Messenger At-Risk project
- 19 Community Safety Trainings offered to 147 community staff
- 140 community staff attended Intro to Motivational Interviewing

Community Facilities

- Implemented Performance-Based (PbS) Standards for Community Residential Programs at all Community Facilities, and did first data collection period in April 2022.
- Oakridge continues to have great support from Manufacturing Academy (MA) programs and community partners. We are extremely proud to say several youths have graduated and are now working with livable wages. Bridges are being built to find more employment and education opportunities.



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- Dan Henrie has been the Touchstone Administrator for a year now, along with a new supervisor at Touchstone. It's been rewarding to have Dan and his team continue the facility's strong foundation and create a progressive new culture over this past year.
- One of our Woodinville Community Facility (WCF) residents is preparing to release in July, and was our first resident to participate and graduate from our partnership with the ANEW pre-apprentice program <https://anewcareer.org>. Following completion of the ANEW apprenticeship, he then joined Renton Technical College and completed their Carpentry Apprentice Program. Through a partnership with Sound Transit and Sound Transit staff John Boufford, our resident was later hired by Sound Transit as an Carpentry Apprentice II on the north light rail project making \$30 an hour. We are so proud of our resident and the staff at WCF for driving him back and forth to Renton every day and providing him this opportunity. His counselor Thomas has been a great support along the way and should also be commended for helping this resident get as far as he has.

"It warms my heart to know that someone is leaving us with the opportunity of a lifetime, which supports him and his future."
Regional Administrator Ryan Pinto

Regions

We are most proud of the stability of the regional staff team. We have been fortunate not to experience the staffing retention issues that exist in other areas of state employment. Our regional staff averages 10 years of experience. I attribute this to a great team who enjoy their work with clients and one another.

- Successful Decision Packages resulting in
 - Reclassifying managers
 - Adding new programs
 - 32 new FTEs (even if not all filled yet)
- Splitting of Regions 1 & 2, which is allowing the ability to pay more attention and provide mentoring
- Sunrise was painted, new windows, and landscaping makes it look fantastic!
- Beautiful Canyonview gardens

CAR Program

We have successfully begun the program online by implementing a structured tracking system, along with new JR Counselor and JR Counselor Assistant positions. Our CAR counselors have been paving the way for JR to provide community-based re-entry services for our youths released from residential care through Parole Aftercare and Community Transition Services (CTS). The CAR team have been actively attending meetings and trainings in order to create a successful foundation of support for aftercare services.

Community Partners

Our regions have proudly partnered up with two lived experiences programs within our community. Our facilities have benefited from their relatable personal experience, commitment, dedication and support for our youths in the CFs. Currently we are in the process of partnering up with a third program.

Education Advocate

We welcomed a new Education Advocate, Lydia Juarez, to our team. We are thrilled to have success stories that involve cross-system collaboration! It shows the team's ability to partner with other stakeholders by bringing in their experience, knowledge, and stability to our youth and the family.

Administrative and Program Areas

Confinement Prevention: *Grace Icenogle, Confinement Prevention Administrator*

- Travel to Utah to learn from our juvenile justice counterparts. In particular, getting exposure to innovative ways to support youth, and finding common ground in our struggles (e.g., staffing shortages).
- Deep diving with all levels of staff to understand the context of room confinement to uncover what supports may be needed, including understanding the training received from New Employee Academy, Crisis Management Intervention Systems.
- Researching and cross-walking the new policy, documentation standards, legal expectations, model policy.
- Identifying national best practices.
- Evaluating de-escalation and behavior mgmt. strategies and supports in JR.
- Helping to draft the LOS TTA application.
- Contributing to and training on a new adolescent development module for NEA.
- Sitting in on Council of Juvenile Justice Administrators subcommittees for training best practices and de-escalation.
- My biggest highlight generally has been getting to know direct care staff by participating in the NEA/CMIS, and now as I train on adolescent development. This is also what I look forward to the most moving forward – including being able to shadow on various units across JR facilities. As part of that, I am SO excited that I have support from my supervisors and leadership to do this work!

Crisis Management Intervention Strategies: *Jason Hefner, Intervention Administrator*

Certain residents that were consistently fighting in units and assaulting staff are doing much better due to staff implementing floor management, trauma informed care, and verbal de-escalation strategies taught in CMIS. I have seen staff remain calm despite the situation escalating, which helped them remain in control and successfully help the resident(s) regain emotional regulation. That's not to say that they are not having issues with aggression, but I am seeing success in implementation of physical control that relies solely on leverage and not pain compliance. On camera, the physical intervention looks very professional and more calm than previous interventions that I have seen.

Employees that have attended CMIS and have had to use the physical control tactics have reported greater success in maintaining control of the situation without having to increase the use of force.

I definitely see us turning a corner in how JR staff deal with aggressive behaviors. I am hoping that once we are fully implementing refresher classes, staff will start becoming even more confident through that additional practice. Two trainers hired: Rich Ahrens and Rebekah Daniels.

The Intervention team completed the Gracie Survival Tactics Level 1 for Law Enforcement.

Currently running 40-hour classes at both Echo Glen and Green Hill School with the goal of getting all current staff as well as new hires CMIS trained within a year.

Future Goals

- Continue to build a larger training team
- Expand program to CFs and Parole Offices
- Start refresher classes at each location that will be shorter in duration but more consistent year-round
- Add support classes like Advanced Crisis Intervention Training (ACIT), which is a verbal de-escalation class
- Add Spontaneous Protection Enabling Accelerated Response (SPEAR) Care, which focuses around managing fear in the moment so staff are in more control of their responses

Homelessness Prevention & Interstate Compacts: *Jedd Pelander, Program Administrator*

- The Interstate Compact for Juveniles (ICJ) team has implemented a new database management system to be used by both county probation and JR regional office staff. The new system will increase efficiencies and communication within the ICJ. The ICJ office has trained over 150 users statewide and will continue to onboard additional staff over the course of the next year.
- JR's Homeless Prevention Specialists continue to assist youth and young adults and their families into safe and stable housing. The team has worked with many community partners to develop connections to reduce housing barriers for JR youth and families. This past year, JR assisted 35 youth and young adults in need of further housing assistance.

Community Reentry: *Lisa McAllister, Office Chief – Reentry and Transition*

Over the last year, the HQ Reentry team has totally transformed and we have the following new staff and position changes. We welcomed Desiree Cheung as Business Relations Administrator, Gerdon Jones as Post-Secondary Education Administrator, Scott Lohr is in a non-permanent role as Reentry Plan Quality Assurance Manager, and Kim Gordon is temporarily filling in the Reentry Team Meeting Quality Assurance Specialist role. As we have worked to have the team learn their roles, we are proud of the following items:

Bright spots:

Reentry Team Meetings and Reentry Planning – Focus on ensuring we are meeting JR youth and young adults' reentry needs.

The HQ Reentry team is developing a framework for quality assurance for the reentry planning process. Last summer, feedback sessions were conducted at each of the facilities across the continuum, valuable information was gained. This year, a contract was established with Washington State University to conduct Reentry Focus Groups that will provide additional feedback and input as we work to improve our reentry planning.

Job readiness and Vocational Programs in 2022 – JR HQ Reentry Team implements new programs while continuing to provide support for ongoing programs.

- Evergreen Beauty College Cosmetology Program launched at Echo Glen.
- My JOB Changes:
 - PacMtn reduction in force resulted in a partnership with Work Source and Equus Works to begin providing MyJOB job readiness services at NYC and GHS.
 - New contractor - A Better Track providing MyJOB services at Echo Glen.
- Enterprise for Equity – Entrepreneurship, financial literacy classes, personal development courses. Offered at NYC and piloted at Twin Rivers and Ridgeview
- Beauty From Ashes – ISSA Certified Personal Fitness Training – offered at GHS, Echo Glen, and NYC.
- Relevant Engagement HERO program – expanded to serve NYC, Made Men at GHS, Twin Rivers in addition to previously serving Oakridge, Woodinville, and Touchstone.
- Community Facilities – students are attending Perry Tech, Big Bend Community College, Columbia Basin, Pierce College, BJ’s Barber College, and Tacoma Community College.
- Continuing programs include pre-apprenticeships, which provide excellent skills training and work-based learning experiences:
 - AJAC Manufacturing Academy students reside at Oakridge and attend AJAC classes at Bates Technical College. Students can earn three high school or 32 college credits as well as participate in a five-week internship at Berry Global and PABCO.
 - ANEW TEPA Program – GHS 12-week construction in partnership with Centralia College: This pre-apprenticeship program allows students to earn high school or college credit while also earning industry-recognized certificates. Students can also participate in a work-based learning experience by completing projects on the campus of GHS.

Looking Forward to Next Year

Reentry

JR is working in partnership with DCYF Office of Innovation, Alignment, and Accountability, Office of Racial Equity and Social Justice, Adolescent Programs, Office of Tribal Relations, and Washington State University to understand the reentry needs and challenges for individuals exiting JR.

The objectives include:

- Exploring the current reentry planning processes and practices to better understand the needs and challenges youth and young adults up to age 25 experience when leaving JR facilities and transitioning back to their communities.
- Gaining more understanding about the ways that JR reentry practices align with best practices in reentry programs and match the current needs of youth and families.
- Provide a list of the current challenges or barriers and what DCYF-JR can and should focus on to ensure successful reentry.
- This will contribute to practice improvement and better long term outcomes for youth, young people, and their families.

Emerging Post-Secondary and Vocational Programs

- Roots of Success pre-apprenticeship being piloted at Oakridge
- Evergreen Beauty College is working with us to establish a Barber College at GHS
- Centralia College bringing on Rashad Norris as an adjunct instructor to provide Public Speaking Course
- Additional vocational programs are being explored

Legislative Changes: Mark Rosen, Legislative and Risk Management Administrator

- Drafted and stakeholdered Parent Pay Repeal Agency Request Legislation (SHB 2050); coordinated Parent Pay program closure with DSHS/OFR on contract amendments and program termination; worked with DCYF staff on webpage and rules changes and staff communication.
- Developed a proposal and worked closely with graduate students at the UW Evans School of Public Policy & Governance on Reducing Racial Disproportionality & Advancing Racial Equity in the Washington State Juvenile Legal System.

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Education Employment Training (EET): *Cory Redman, Juvenile Court Program Administrator*

June 15-16, 2022, marked the first ever Education Employment Training (EET) statewide training. The training was held at the Green River College in Kent and was attended by 40 state and county staff.



EET incorporates best practice approaches to reduce risk factors and increase protective factors associated with school and employment. It is a collaborative education and workforce development program for moderate and high-risk youth involved in the juvenile justice system. The program is comprised of a continuum of educational supports, employment development, and community-based developmental activities that are focused to impact specific dynamic risk and protective factors. In 2015, EET was researched by the Washington State Institute for Public Policy and determined to be researched based – meaning it reduces recidivism compared to other typical programs.

Since 2015, EET has been implemented across 16 county juvenile courts. In 2018, JR began its EET program, which includes a partnership with residential and community programs as youth receive job readiness training and work-based learning (residential), and then transition to employment (community). The plan has always been to have an integrated training with county and state staff, however, the pandemic made this not possible.

A special thank you to Maja Kekic and Desiree Cheung for planning, implementing, and facilitating this training. Very well done!

Alone we are strong, together we are stronger. – Walter Payton

Policy & Projects: *Andrea Ruiz, Policy, Planning & Lean Administrator*

- For JR policies:
 - Published two full policy releases
 - Updated 17 policies through legislative changes, directives, or technical edits
 - Archived three policies (replaced by DCYF Administrative policies)
- For DCYF Administrative Policies
 - Participated in 10 agency policy workgroups (across multiple divisions)
 - Stakeholdered 24 agency policies to ensure JR staff perspective is included
- Published the [Model Policy for Reducing Confinement and Isolation in Juvenile Facilities](#) (applies to JR facilities AND all juvenile detention facilities across Washington State)
- Published or updated 20 JR forms in the DCYF Forms Repository



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Prison Rape Elimination Act (PREA): *Eric Crawford, PREA Program Administrator*

Despite the pandemic, PREA still lives on even if some of it has to be via ZOOM. Some accomplishments (submitted by Debbie Lyne, Institution Program Administrator):

- The last audit cycle included Naselle Youth Camp, Canyon View, Sunrise, and Touchstone. This was very successful and our first time during an audit that all sites passed without a corrective action plan.
- Continued to complete all trainings for audit preparation, new employees, and yearly renewals. Some were in person and some were via ZOOM.
- Facilitation of PREA compliance manager meetings for updates, standard changes, audit issues, and collaboration with staff.
- Supported development and training of new compliance managers as it relates to PREA work both in the institutions and CFs. Trained the educational staff to address an audit finding the last cycle. This was in collaboration with PREA Administrator, CMIS Administrator.

Up and Coming

After 20 plus years of services with JR, Eric Crawford retired June 30. We appreciate his dedication and support to the field and look forward to introducing the new administrator soon.

Peer Support: *Jenn Nguyen-So, Peer Support Administrator*

Peer Support responded to multiple requests for in-person supports including:

Naselle Youth Camp

- Critical incident at Naselle Youth Camp following the death of a co-worker.
- Debriefed with management to work on response and supports as needed.
- Peer Support followed with a return trip to review grief and added supports.
- Peer Support discussing the closure of the facility. Debriefed with management and began working with Program Manager to address ongoing employment and staff support needs.

Echo Glen

- Peer Support responded to a staff assault and escape at Echo Glen. Peer Support met at each unit and discussed workplace stress/well-being.
- Debriefed with management and addressed concerns regarding staff retention, development, and recruitment.
- Peer Support attended new hire academy to provide Peer Support resources and present to new employees about Peer Support.

Green Hill School

- Peer Support responded to a request to discuss staff assaults in the mental health unit at Green Hill.
- Staff met in groups to discuss ongoing safety concerns and training needs.
- Debrief with management.

Community Facilities

- Peer Support program introduction onsite at Canyon View, Oakridge, Touchstone, Parke Creek, and Woodinville Community Facility
- Presented Peer Support Program to Community Facility Administrator monthly meetings.
- Responded and supported Parke Creek assault and escape critical response. Met individually with staff that were present during the assault and escape, held a group debrief with CFA and staff, encouraged continued safety/wellness discussions.
- Peer Support was present during a funeral for a client that died in the community. Multiple volunteers responded to employee requests for support from the loss.

Parole

Peer support responded to multiple requests to support staff with job related grief/loss and family crisis. Discussions regarding a return to the office and team building exercises.

Other JR Peer Support

- Four active mentorships have been created to help support new hires with veteran staff
- Posted, recruited, and hired two full-time paid positions
- Recruited and retained 21 Peer Support Volunteers
- Hosted and presented several Professional Development trainings for staff. Topics included Trauma Informed Care, Vicarious Trauma, Trauma and Resiliency, etc.
- Connected multiple staff to ongoing support services outside DCYF
- Referred multiple staff to EAP
- Connected staff to other learning opportunities within and outside DCYF