



# Maryland Department of Juvenile Services Re-entry Strategic Plan

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# DJS Re-entry Strategic Plan

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## **DJS VISION STATEMENT**

Successful Youth, Strong Leaders, Safer Communities

## **DJS MISSION**

By law, DJS is a child-serving agency responsible for assessing the individual needs of referred youth and providing intake, detention, probation, commitment, and aftercare services. DJS collaborates with youth, families, schools, community partners, law enforcement, and other public agencies to coordinate services and resources to contribute to safer communities.

## **DJS VALUES**

- We value the safety of the citizens of Maryland and the fair, safe, and humane treatment for all youth in our care.
- We value the families, communities, stakeholders, and staff who support positive change in our youth.
- We value the experience, expertise, diversity, and integrity of our staff.
- We value fairness and cultural competence regardless of race, ethnicity, gender, sexual identity, or religion.
- We value creating opportunities for youth and families to promote positive growth and development.
- We value a community-based approach with the least restrictive appropriate interventions.
- We value continuous improvement and learning in all individuals.
- We value excellence, innovation, and quality practices based on data and research.
- We value change for the growth opportunities it brings.
- We value accountability.
- We value collaboration and teamwork.

## **DJS RE-ENTRY GOALS**

1. Reduce recidivism by providing targeted supervision to all youth returning home from committed care.
2. Families of committed youth are engaged at all key case planning decision points.
3. Youth requiring educational services upon discharge are connected to local education resources.
4. All youth are introduced to career development resources and meet outstanding restitution obligations after discharge.
5. Youth in need of behavioral or somatic health services are connected to local resources to provide continuity of care.

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## INTRODUCTION

These re-entry goals emphasize DJS, family, and community service provider engagement and interaction to increase communication among those most essential to our youths' success during the placement and community re-entry process. Contemporaneous with carrying out the Department's essential function of making direct contact with the youth we serve, our case management teams will increase communication among those stakeholders who are most essential to the youths' success from initial placement to their return home. Early permanency identification during case planning will ensure that youth who do not have stable living arrangements at the time of commitment seamlessly transition to appropriate step-down care. Case management staff will plan education, behavioral and somatic health services during the six weeks prior to re-entry to ensure that treatment and services are not interrupted. Committed youth will be introduced to career development programming to better prepare them for employment.

Additionally, the Department will create re-entry coordinator positions in each of the six DJS regions utilizing existing case management positions. These positions will serve as regional liaisons between case management staff, local schools, and community resources to fully implement these goals.

## OBJECTIVES, STRATEGIC ACTIVITIES, AND PERFORMANCE MEASURES

### Goal 1: Reduce recidivism by providing targeted supervision to all youth returning home from committed care.

Goal Manager: Scott Beal

- **OBJECTIVE 1.1**  
Youth will be supervised according to their assessed level of risk to public safety upon their return to the community.
  - **Strategic Activities**
    - Evaluate youth supervision data to assess and modify youth supervision standards.
    - Review and update policies to define appropriate contacts per supervision level.
    - Review and update policies to define mandatory parent/guardian contact per supervision level.
  - **Performance Measures**
    - Percent of youth on aftercare supervision with required case manager contacts.
- **OBJECTIVE 1.2:**  
Reduce the average length of aftercare supervision.

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- **Strategic Activities**
  - Develop appropriate training resources and strategies to bolster family engagement and improve communication and interaction with parents and service providers to enhance collaborative supervision.
  - Implement, operationalize, monitor and provide training on Accountability and Incentives Management (AIM) graduated sanctions and incentives system.
- **Performance Measures**
  - Average length of stay on aftercare supervision from discharge to case closure.
- **OBJECTIVE 1.3:**

Reduce the rate of readjudication recidivism by 20% in 4 years (5% per year).

  - **Strategic Activities**
    - Reallocate and expand GPS resource utilization to moderate and high risk youth.
    - Increase duration of high-intensity contact standards.
  - **Performance Measures**
    - Rate of commitment resulting from aftercare violations.
    - Rate of aftercare readjudication/conviction within one year of discharge.

## **GOAL 2: Families of committed youth are engaged at all key case planning decision points.**

**Goal Manager: Janice Marquez**

- **OBJECTIVE 2.1**

Families will be informed and provided opportunities to participate during the DJS commitment and re-entry process.

  - **Strategic Activities**
    - Establish an improved family communication system and method to increase parent participation in re-entry planning.
    - Update policies to ensure clear guidance to increase family participation in the re-entry process.
    - Develop and deploy a family survey to gauge family satisfaction and identify areas for improvement.
    - Develop and deploy a family-oriented mobile application to facilitate access to resources and information.
    - Develop and deploy a family resource toolkit.
  - **Performance Measures**
    - Percent of families invited to MAST staffings.

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- Percent of families invited to resource staffings.
  - Percent of families invited to facility treatment team meetings.
  - Percent of families attending MAST staffings.
  - Percent of families attending resource staffings.
  - Percent of families attending facility treatment team meetings.
  - Percent of families offered a post-discharge survey.
  - Response rate among families offered a post-discharge survey.
  - Percent of families that feel that they were informed during the DJS commitment and re-entry processes.
  - Percent of families provided opportunities to participate in DJS commitment and re-entry processes.
- **OBJECTIVE 2.2**

All youth identified as needing alternative living arrangements will be discharged from DJS custody to sustainable housing and will remain in sustainable housing at least 30 days after discharge.

    - **Strategic Activities**
      - Update placement policy and develop a screening mechanism to identify youth requiring alternative living arrangements.
      - Update policies to require adequate time for transition to the community prior to the termination of the Department's jurisdiction.
      - Update policies to support sound permanency planning, increase adult youth participation, identify appropriate living arrangements, and require case management follow-up.
      - Ensure all regions are aware of appropriate community housing resources.
    - **Performance Measure**
      - Percent of youth requiring alternative living arrangements remaining in sustainable housing 30 days after discharge.

### **GOAL 3: Youth requiring educational services upon discharge are connected to local education resources.**

#### **Goal Manager: LaSandra Diggs**

- **OBJECTIVE 3.1**

Educational records for youth requiring re-enrollment in local school will be provided to the local school system within two business days of discharge.

  - **Strategic Activities**
    - Refine procedures to facilitate school placements following discharge from a committed facility.
    - Provide opportunities for increased family participation in the school re-enrollment process.

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- **Performance Measures**
  - Percent of youth requiring reenrollment in local schools who are enrolled following discharge.
  - Average days to enrollment for youth requiring reenrollment in local schools.
- **OBJECTIVE 3.2**

Youth who have achieved a high school diploma or GED and who are pursuing postsecondary educational resources are linked to appropriate resources.

  - **Strategic Activities**
    - Collaborate with MSDE to transition eligible youth to appropriate postsecondary educational resources.
    - Update policies to ensure that appropriate youth are properly linked to postsecondary resources.
  - **Performance Measures**
    - Percent of youth pursuing postsecondary educational resources who are linked to those resources.

### **GOAL 4: All youth are introduced to career development resources and meet outstanding restitution obligations after discharge.**

#### **Goal Manager: Patrice Sowah**

- **OBJECTIVE 4.1**

All youth will participate in career development programming during placement.

  - **Strategic Activities**
    - Provide career development programming for all youth residing in DJS committed facilities.
    - Ensure that private residential providers include career development components in youth treatment planning.
  - **Performance Measures**
    - Percent of youth discharged from DJS committed facilities who took part in career development programming during placement.
    - Percent of private residential programs with career development programming.
    - Percent of youth discharged from private residential programs who took part in career development programming during placement.
    - Percent of discharged youth who are out of school and seeking employment with earned wages within 90 days of discharge.
- **OBJECTIVE 4.2**

Youth with unpaid restitution will fulfill their restitution obligations following discharge.

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- **Strategic Activities**
  - Improve interaction between case management and restitution tracking systems.
  - Develop and provide educational materials for families and youth regarding restitution obligations.
- **Performance Measures**
  - Percent of restitution obligations outstanding at discharge that are met at the time of aftercare termination.

### **GOAL 5: Youth in need of behavioral or somatic health services are connected to local resources to provide continuity of care.**

**Goal Manager: Dr. Michael Ito**

- **OBJECTIVE 5.1**

Ensure that youth with ongoing behavioral health needs are connected to community-based service providers prior to discharge.

  - **Strategic Activities**
    - Connect youth with ongoing behavioral health needs with services as identified in their re-entry plan within 30 days of discharge.
    - Compile, contribute to and utilize existing resource compendiums to identify available service providers.
    - Mandate Medical Assistance-related in-service training for case management staff.
    - Develop and implement a telepsychiatry services pilot program at a DJS committed facility for youth requiring continued psychiatric intervention following discharge.
  - **Performance Measures**
    - Percent of youth with ongoing behavioral health needs that are scheduled for appointments with identified service providers within 30 days of discharge.
    - Percent of eligible youth who are enrolled in the Medical Assistance Foster Care coverage group (committed youth not in DJS facilities).
- **OBJECTIVE 5.2**

Ensure that youth with ongoing somatic health needs are connected to community-based service providers prior to discharge.

  - **Strategic Activities**
    - Connect youth with ongoing somatic health needs with services as identified in their re-entry plan within 30 days of discharge.
    - Compile, contribute to and utilize existing resource compendiums to identify available service providers.

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- Mandate Medical Assistance-related in-service training for case management staff.
- **Performance Measures**
  - Percent of youth with ongoing somatic health needs that are scheduled for appointments with identified service providers within 30 days of discharge.
  - Percent of eligible youth who are enrolled in the Medical Assistance Foster Care coverage group (committed youth not in DJS facilities).
- **OBJECTIVE 5.3**

Ensure that youth with prescribed medication transition to the community with an adequate supply of medication.

  - **Strategic Activities**
    - Refine discharge procedures to ensure that youth requiring prescription medication will have a 30-day (or existing) supply and/or prescription when discharged.
  - **Performance Measures**
    - Percent of youth requiring prescription medication who are discharged from committed placement with a 30 day (or existing) supply and/or prescription.