

STATE OF FLORIDA  
DEPARTMENT OF JUVENILE JUSTICE

**BUREAU OF MONITORING AND  
QUALITY IMPROVEMENT**

**Annual Compliance Report**

**Eckerd Transitions Project Bridge  
Central Region Circuits 6, 9, 10, 12, 13, 18**

*Eckerd Connects*  
(Contract Provider)  
8125 Laurel Hill Drive  
Orlando, Florida 32818

*Review Date(s): February 4-5, 2020*



Promoting Continuous Improvement and Accountability  
in Juvenile Justice Programs and Services



## Rating Definitions

Ratings were assigned to each indicator by the review team using the following definitions:

<b>Satisfactory Compliance</b>	No exceptions to the requirements of the indicator; or limited, unintentional, and/or non-systemic exceptions which do not result in reduced or substandard service delivery; or systemic exceptions with corrective action already applied and demonstrated.
<b>Limited Compliance</b>	Systemic exceptions to the requirements of the indicator; exceptions to the requirements of the indicator which result in the interruption of service delivery; and/or typically require oversight by management to address the issues systemically.
<b>Failed Compliance</b>	The absence of a component(s) essential to the requirements of the indicator which typically requires immediate follow-up and response to remediate the issue and ensure service delivery.

## Review Team

The Bureau of Monitoring and Quality Improvement wishes to thank the following review team members for their participation in this review, and for promoting continuous improvement and accountability in juvenile justice programs and services in Florida:

Thompson, Jonathan, Office of Program Accountability, Lead Reviewer (Standard 1)  
Burkett, Derrick, DJJ Probation, Circuit 18, Senior Juvenile Probation Officer (Standard 2)  
Johnson, Melissa, Office of Program Accountability, Regional Monitor (Standard 2)  
Lobzun, Stephanie, Office of Program Accountability, Regional Monitor (Standard 3)  
Mazorra, Gustavo A., Office of Program Accountability, Regional Monitor (Standard 2)  
Thomas, Amanda, DJJ Probation, Circuit 13, Senior Juvenile Probation Officer (Standard 3)

Program Name: Eckerd Project Bridge - Cir 6, 9, 10, 12, 13, 18 MQI Program Code: 1314/1317  
Provider Name: Eckerd Youth Alternatives, Inc. Contract Number: 10114  
Location: Orange County / Circuit 9 Number of Beds: 165  
Review Date(s): February 4-5, 2020 Lead Reviewer Code: 176

This review was conducted in accordance with FDJJ-2000 (Contract Management and Program Monitoring and Quality Improvement Policy and Procedures), and focused on the areas of (1) Management Accountability, (2) Assessment Services, and (3) Intervention Services, which are included in the Transition Services Standards.

### **Overall Rating Summary**

<b>Overall Rating Summary</b>
<b>All indicators have been rated Satisfactory and no corrective action is needed at this time.</b>

## Standard 1: Management Accountability Transition Services Rating Profile

### Indicator Ratings

Standard 1 - Management Accountability		
1.01	* Initial Background Screening	Satisfactory
1.02	Five-Year Rescreening	Satisfactory
1.03	Pre-Service and/or In-Service Training	Satisfactory
1.04	Incident Reporting (CCC)*	Satisfactory
1.05	Abuse reporting (DCF)*	Satisfactory
1.06	Administration	Satisfactory
1.07	JJIS and Data Requirements	Satisfactory

\* The Department has identified certain key critical indicators. These indicators represent critical areas that require immediate attention if a program operates below Department standards. A program must therefore achieve at least a Satisfactory Compliance rating in each of these indicators. Failure to do so will result in a program alert form being completed and distributed to the appropriate program area (detention, residential, probation).

## Standard 2: Assessment Services Transition Services Rating Profile

Indicator Ratings		
Standard 2 - Assessment and Performance Plan		
2.01	Referral Process	Satisfactory
2.02	Admission and Services Provision Processes	Satisfactory
2.03	Assessments for Services	Satisfactory

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## Standard 3: Intervention Services Transition Services Rating Profile

### Indicator Ratings

Standard 3 - Mental Health and Substance Abuse Services		
3.01	Individualized Plan of Care	Satisfactory
3.02	Community Referrals	Satisfactory
3.03	Transition Services Case Management	Satisfactory
3.04	Release/Discharge	Satisfactory

\* The Department has identified certain key critical indicators. These indicators represent critical areas that require immediate attention if a program operates below Department standards. A program must therefore achieve at least a Satisfactory Compliance rating in each of these indicators. Failure to do so will result in a program alert form being completed and distributed to the appropriate program area (detention, residential, probation).

## Program Overview

The Department contracts with Eckerd Youth Alternatives/Eckerd Connects to provide transition, assistance, and support services to youth ages eleven to nineteen years old re-entering the community from residential programs in Circuits 6, 9,10,12,13, and 18. The program has sites in Brevard, Orange, Hillsborough, Manatee, Polk, and Pasco counties and is contracted to provide 165 slots. The program's management team consists of one vice president of operations, one transition director, one administrative coordinator, three program managers, one program supervisor, and one community engagement specialist. The program is designed to provide supportive services to successfully integrate the youth back into the community and to prevent recidivism. The program provides youth with core services including education, mentoring, vocational, restorative justice, transportation, gender-specific programming, and parenting life skills. Transition services also include social and life skills training, mentoring, vocational education, vocational training, résumé development, employment training, job placement, educational services, and personal budgeting. Services are provided based on the Department's referral addressing goals and objectives, which are outlined on the youth's individualized transition plan. Eligible youth who have a legal status with the Department and have been placed on post-commitment probation or conditional release supervision receive education and vocational services from the program. Discharge planning begins during each youth's admission phase and continues in stages until the time of the youth's release. At the time of the annual compliance review, the program had four vacancies, including one transition coordinator, two full-time general equivalency diploma (GED) instructors, and one regional discharge specialist.

## Strengths and Innovative Approaches

- The program recently launched an initiative (Project 180) to reduce recidivism with youth who have successfully completed the program. A dedicated position has been allocated in an effort to raise money for discharged youth and offer continued support to ensure proper transitioning for youth. Through Project Bridge, youth receive continued support for 180 days after discharge which includes employment, education, or mentoring services. Additionally, participating youth receive a small stipend monthly for their participation and cooperation in the program.
- The program dedicated a position to lead the Restorative Justice Services Program in an effort to gain community partnerships and community service events. The program has partnerships with various non-profit organizations in the community which spans six counties. Such organizations include the Ronald McDonald House, Mustard Seed, Home Builder's Institute (HBI), Mission Continues, Haunted House in Brevard, Wildwood Service Plaza Clean Up/Landscaping, and multiple food banks. Youth who participate are provided a Community Service log to provide to their assigned juvenile probation officer .
- Youth from each West Central circuit are nominated and selected to represent the program. The youth participate in a leadership seminar in which they discuss and are taught what it means to be a "leader". The youth attend the luncheon and discuss what makes them a leader to all attendees. Community stakeholders, elected officials, Department of Juvenile Justice (DJJ) representatives, mentors, the youth's parent/guardians, etc. are all invited to attend this event. Elected officials were in attendance and raised \$800 for discharged youth.
- Youth from each East Central circuit are nominated and selected to represent the program. This event is done quarterly. The youth are recognized for being shining superstars and going above and beyond their identified individualized service plan (ISP) goals. The youth are invited to attend a luncheon in the presence of their invited peers, family, mentors, juvenile probation officers (JPO's), and Project Bridge staff to be recognized and provided a certificate for their accomplishments.



## Standard 1: Management Accountability

1.01 Initial Background Screening (Critical)	Satisfactory Compliance
<i>Background screening is conducted for all Department employees, contracted provider and grant recipient employees, volunteers, mentors, and interns with access to youth and confidential youth records. The background screening process is completed prior to hiring an employee or utilizing the services of a volunteer, mentor, or intern. An Annual Affidavit of Compliance with Level 2 Screening Standards is completed annually.</i>	

The program maintains a policy and procedures requiring each new staff, independent contractor, consultant, intern, and volunteer to be background screened prior to hire. The program had a total of nine new staff and fifteen new volunteers since the last annual compliance review. In all cases, each newly hired staff and interns received an initial background screening prior to their hire date and all were rated eligible for hire. Each of the nine staff personnel records contained a pre-employment assessment with a passing score. The annual review confirmed, in all cases the program reviewed the Department's Central Communications Center (CCC), person involvement report, the Staff Verification System (SVS) module, the Florida Department of Law Enforcement's Automated Training Management System results, and completed a review of personnel records prior to hiring the staff or utilizing the volunteer. The program's Annual Affidavit of Compliance with Level 2 Background Screening Standards were submitted to the Department's Background Screening Unit on January 8, 2020, as required.

1.02 Five-Year Rescreening	Satisfactory Compliance
<i>Background screening/resubmission is conducted for all Department employees, contracted provider and grant recipient employees, volunteers, mentors, and interns with access to youth. Employees and volunteers are rescreened every five years from the initial date of employment.</i>	

The program maintains a policy and procedures requiring all staff, independent contractors, consultants, interns, and volunteers to receive a five-year background rescreening which is calculated from their initial date of hire. The program had six staff eligible for five-year rescreening since the last annual compliance review. Each was completed prior to each staff's anniversary date but no more than twelve months prior to each anniversary date.

1.03 Pre-Service and/or In-Service Training	Satisfactory Compliance
<i>All Transition Services staff shall successfully complete training requirements as set forth in the standards. The training shall be completed prior to the delivery of direct services to Department youth and/or as in-service training to Transition Services staff.</i>	

The program maintains a policy and procedures requiring new staff to complete pre-service training requirements prior to working with youth, as well as annual in-service training requirements. The program maintains a written training plan which was approved by the Department's Office of Staff Development and Training on February 7, 2019. The program's contract requires additional training to be completed as prescribed in pre-service and in-service training checklists through the program's internal web-based learning management system (Eckerd U). A review of six pre-service training records confirmed all employees received the required training including the additional training identified in the program's contract prior to

delivery of direct care services to Departmental youth. A review of seven in-service training records validated all staff received the required training including the additional in-service training outlined in the program's contract. All reviewed training was documented in the Department's Learning Management System (SkillPro).

<b>1.04 Incident Reporting (CCC) (Critical)</b>	<b>Satisfactory Compliance</b>
<p><i>Whenever a reportable incident occurs, the program notifies the Department's Central Communications Center (CCC) within two hours of the incident, or within two hours of becoming aware of the incident.</i></p>	

The program maintains a policy and procedures requiring which dictates the reporting of incidents to the Department's Central Communications Center (CCC). The program had a total of nine incidents reported to the CCC within the last six months prior to the first day of the annual compliance review. A review of five randomly selected CCC reports indicated each was reported within two hours of the incident occurring or within two hours of becoming aware of the incident. A review of six pre-service and seven in-service staff training records validated each received training on reporting incidents. A review of fourteen case management records and internal incident reports since the last annual compliance review indicated there were no incidents required to be reported to the CCC or the Florida Abuse Hotline which were not. It was observed during the program tour, proper postings for the CCC telephone numbers and Florida Abuse Hotline were displayed in the program's main common area which is in clear view of the youth. Additionally, the program did not have any youth grievances submitted since the last annual compliance review.

<b>1.05 Abuse Reporting (DCF)*</b>	<b>Satisfactory Compliance</b>
<p><i>Any person who knows, or has reasonable cause to suspect, a youth is abused, abandoned, or neglected by a parent, legal custodian, caregiver, or other person responsible for the youth's welfare, as defined by Florida Statute, or a youth is in need of supervision and care and has no parent, legal custodian, or responsible adult relative immediately known and available to provide supervision and care, reports such knowledge or suspicion to the Florida Abuse Hotline.</i></p>	

The program maintains a policy and procedures which regulates the reporting of abuse and/or neglect. The policy establishes processes and guidelines for the provision of a safe and secure environment for youth and staff, as well as ensuring accurate information regarding reportable incidents is disseminated to the Department's Central Communications Center (CCC) and the Florida Abuse Hotline. At admission, all youth are informed of the abuse reporting process during their orientation to the program. Youth are also provided a handbook detailing the procedures for reporting abuse. Observations during the annual compliance review indicated the Florida Abuse Hotline and CCC telephone numbers were posted throughout the program. A review of fourteen youth case management records indicated there were no allegations of abuse reported either by the youth or staff. A review of the past twelve months of CCC reports for the program revealed there were no abuse related grievances or CCC incidents which should have resulted in an abuse call. A review of thirteen staff personnel records confirmed each staff member acknowledged the program's expectations, child abuse and neglect policy, and reporting requirements as evidenced by each staff's signature program's written code of conduct. A review of six pre-service and seven in-service staff training records validated each completed abuse and neglect reporting training as required. An informal interview with the program director indicated there were no complaints against staff or allegations of abuse since the last annual compliance review and youth have unimpeded access to self-report.

**1.06 Administration****Satisfactory Compliance**

*The program shall provide a safe and appropriate treatment environment, including administrative and operational oversight.*

The program maintains a policy and procedures which ensure accurate data is shared with the Department and stakeholders. The program completes monthly reports detailing population and program data which tracks youth admissions, releases and transfers, youth services, census, staff vacancies, youth progress reports, provider service summary reports, and contract compliance reports which are submitted to the Department, as required by the contract. The program also reports on fidelity monitoring of the contracted Home Builders Institute services. A review of the monthly reports for the past six months validated this practice.

**1.07 JJIS and Data Requirements****Satisfactory Compliance**

*The program and subcontracted service providers shall utilize the Department's Juvenile Justice Information System (JJIS) for data entry and shall monitor accuracy at all times.*

The program maintains a policy and procedures to ensure an accurate census is maintained of youth admitted into the program and the integrity of the data entered into the Department's Juvenile Justice Information System (JJIS). The program utilizes the JJIS Youth Placement-Facility module for the acceptance or rejection of all referrals. Referrals made by the Department are reviewed within seventy-two hours of submission to determine whether each youth is accepted or rejected. The program maintains a census of all youth who were accepted into the program and received services. A review of the program's current census in comparison with the JJIS Youth Placement-Facility module supported the accuracy of the census. A review of four youth closed records indicated each record documented the youth's acceptance into the program for services. All four closed youth records included each youth's date of admission, date of discharge, and release reason on the JJIS Face Sheet. Four closed records were reviewed and all four reflected JJIS updates within seventy-two hours of each youth's admission and within twenty-four hours of each youth's release from the program.

## **Standard 2: Assessment Services**

<b>2.01 Referral Process</b>	<b>Satisfactory Compliance</b>
<i>The program shall review each referred youth's referral by email and JJIS to assess the youth's service needs and shall accept or reject all Department youth referred for transition services within seventy-two (72) hours of referral from the Department (excluding weekend and holiday hours).</i>	

The program has a policy and procedures outlining the referral process and the program's documentation of their steps in the process. A total of fourteen youth case management records were reviewed including one from Circuit 18, two each from Circuits 10, 12, and 13, and three records from Circuits 6 and 9.

A review of the case management records verified a referral to the program by the youth's assigned juvenile probation officer (JPO). The completed referral is communicated to the program within the Department's Juvenile Justice Information System (JJIS) and e-mailed to the JPO. Upon reviewing all case management records, documentation supported the referrals were reviewed and accepted by the program within the required seventy-two hour time frame. There were no declined referrals which required the Department's chief probation officer's (CPO) review. Two interviewed staff were able to describe the process in detail and the program manager was able to cite specifics regarding how the referrals were handled within the program manager's circuits.

<b>2.02 Admission and Services Provision Processes</b>	<b>Satisfactory Compliance</b>
<i>A referral and/or pre-service activities shall begin while the youth is in a residential commitment, however, placement does not begin until a youth physically returns back to the community.</i>	

A review of the program's policy and procedures detailing the admission and the provision of services processes indicated the commencement of services was dependent on the youth's commitment status. Program placement is not initiated until the youth is discharged from the residential setting and has returned to the community. Youth intake and orientation to the program shall occur within four days of a youth's release from a residential program or within seven days from the time of the referral if the youth has been discharged from a residential program at the time of referral, according to policy. Fourteen youth case management records including one from Circuit 18, two each from Circuits 10, 12, and 13, and three case management records from Circuits 6 and 9 were reviewed for referral, pre-service activities, and admission practices.

All reviewed case management records indicated assignment of a transition coordinator. A case management record is created and maintained by the assigned transition coordinator. This record contains the youth's demographic and family/emergency contact information, any court-orders and other legal documents, available program services, expectations and consequences, the required consent/release forms, and documentation of all pre-service activities provided to the youth. Each of the reviewed youth case management records documented pre-service activities occurred prior to the youth's actual placement in the program including contact with the youth, parent/guardian, and program staff participation in Community Re-Entry Team meetings. During the youths' preparation for release from the residential program, the program contacts the youth's assigned juvenile probation officer (JPO) to involve them in the transitional planning process. Upon release from the residential program, the youth were admitted to the program

and intake, to include orientation to the program occurred within the required four-day time frame.

**2.03 Assessments for Services**

**Satisfactory Compliance**

*The program shall conduct a Service Needs Assessment. The purpose of the assessment is to further define each youth's specific service needs as related to the core services.*

All reviewed fourteen youth case management records documented staff completed a Service Needs Assessment within forty-eight hours of the initial contact with the youth. The needs assessment process documented the transition coordinator review of the Residential Positive Achievement Change Tool (R-PACT), Community Positive Achievement Change Tool (C-PACT), or Community Assessment Tool (CAT) assessments, as applicable. The two assessment tools utilized in the needs assessment process are the Ansel Casey Life Skills Assessment and the Realistic, Investigative, Artistic, Social, Enterprising, and Conventional (RIASEC) Assessment. Each assessments was completed by the residential staff and the youth's juvenile probation officer (JPO) to identify the dynamic risk and protective factors. Performance plans were developed for the youth and supervisory reviews were properly conducted. The program utilizes Youth-Empowered Service (YES) plans completed by the JPO which assists in the identification of other program services to address or the need of community referrals.

## Standard 3: Intervention Services

<b>3.01 Individualized Plan of Care</b>	<b>Satisfactory Compliance</b>
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*The program shall provide service planning for each youth with a youth-centered approach taking into consideration all the youth's service needs. The Individualized Service Plan (ISP) shall indicate goals to facilitate successful reentry to the community.*

The program has a policy and procedures in place for the development of an individualized plan of care. A review of fourteen youth records revealed each youth had an individualized service plan (ISP) with measurable goals which addressed each youth's service needs. Each youth record contained documentation of an ISP conference was conducted within seven days of each youth's admission to the program. There was documentation in all fourteen records the youth participated in the development of their ISP. There was documentation in all records the parent/guardian (when applicable), juvenile probation officer (JPO), general educational development (GED) instructor (when necessary), school representatives (when applicable), and the career service coordinator were all invited to participate in the ISP conference. Twelve records were applicable for the parent/guardian's participation in the development of the ISP. The two remaining records were not applicable because the youth was over the age of eighteen. There was documentation in all twelve applicable records the parent/guardians were invited to participate in the ISP conference and documentation supported eleven of the youth's parent/guardians participated in the ISP conference. Five of the records had documentation the JPO participated in the ISP conference. Twelve of the records contained documentation the Eckerd transition coordinator participated in the ISP conference. Two of the records contained documentation the transition coordinator's supervisor conducted the ISP conference for the transition coordinator; however, the supervisor did not sign the ISP conference sheet as a participant. Five of the records reflected a GED instructor was invited to the ISP conference and were present at two of the meetings. Three of the records reflected a school representative was invited to the ISP conference; however, there was no documentation to reflect the representative attended the meeting. There was documentation in eleven of the records the career service coordinator was able to attend the ISP meeting. There was documentation in all fourteen records the ISP conference resulted in the development of the individualized service plan.

<b>3.02 Community Referrals</b>	<b>Satisfactory Compliance</b>
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*The program shall have established links with other local community organizations to ensure the supportive service needs of the youth can be met in accordance with their Individualized Service Plan.*

The program has a policy and procedures in place to ensure youth are provided referrals for services which have been identified on their individualized service plan. A review of fourteen youth records revealed all youth were applicable for referrals for services. All records contained documentation of the referral type, referral date, referral follow-up, and the outcome of the referral. Two of the fourteen records were applicable for referral end dates and there was documentation in the two records the youth completed the services they were receiving. There was documentation in all fourteen records the juvenile probation officer (JPO) was notified of each youth's referral for services and the referral was provided to the youth within fourteen days of the need being identified. All records also contained documentation of follow-up with the youth to ensure the services were being accessed.

**3.03 Transition Services Case Management****Satisfactory Compliance***The program shall provide one or more core transition services, specifically vocational services and /or education services, including mentoring and transportation with related support services.*

The program has a policy and procedures in place to provide vocational, educational, transportation, and mentoring support services. A review of fourteen records revealed all youth were referred for one or more of the program’s supportive services. All records contained face-to-face follow-up with the youth every fifteen days and all follow-up meetings were documented in the youth’s monthly progress reports. Eleven of the fourteen youth records revealed the youth were referred for vocational and educational services and each of the records contained documentation the program provided the youth with those services on a regular basis. The three remaining youth were not referred for vocational or educational services through the program. Nine of the fourteen youth accepted the services of a mentor, while the remaining five youth refused mentoring services. There was documentation in all nine records the program attempted to provide each youth with a minimum of four hours of mentoring each month. Four of the nine records reflected each youth received a minimum of four hours of mentoring each month they were in the program. The remaining five youth were offered to participate in a minimum of four hours of mentoring services each month but were not able to participate in the mentoring services provided, as they declined the services.

**3.04 Release/Discharge****Satisfactory Compliance***Prior to release or discharge of a youth from services (prior to completion of the intervention) the Program/Provider must coordinate discharge planning with the youth’s JPO.*

The program has a policy and procedures in place for the release and discharge of youth enrolled in the program. A review of fourteen records revealed two were applicable for release and discharge procedures; however, the two applicable records were youth recently released from the program and the discharge summary was not required to be completed at the time of the annual review. The program provided two additional youth records for review due to the lack of discharge summaries; therefore, a total of four records were reviewed for release and discharge procedures. There was documentation in all four records the youth’s assigned juvenile probation officer (JPO) was notified of the youths’ anticipated release date. Two of the four records had a completed discharge summary uploaded into to the Department’s Juvenile Justice Information System (JJIS) provider document library. The remaining two records did not require a discharge summary at the time of the annual review. All four records were youth who had successfully completed the program and each youth’s admission and release information was accurately reflected in JJIS.