

STATE OF FLORIDA
DEPARTMENT OF JUVENILE JUSTICE

**BUREAU OF MONITORING AND
QUALITY IMPROVEMENT
PROGRAM REPORT FOR**

Eckerd Transition Project Bridge - Circuits 11, 15, 16, 17, 19, & 20

Eckerd Connects

(Contract Provider)

2909 North West 21st Street
Oakland Park, Florida 33311

Review Date(s): January 29-31, 2019



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:

Satisfactory Compliance	No exceptions to the requirements of the indicator; or limited, unintentional, and/or non-systemic exceptions that do not result in reduced or substandard service delivery; or systemic exceptions with corrective action already applied and demonstrated.
Limited Compliance	Systemic exceptions to the requirements of the indicator; exceptions to the requirements of the indicator that result in the interruption of service delivery; and/or typically require oversight by management to address the issues systemically.
Failed Compliance	The absence of a component(s) essential to the requirements of the indicator that 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:

Teves Bush, Office of Program Accountability, Lead Reviewer (Standard 1)
Rondarrell George, Office of Program Accountability, Regional Monitor, (Standards 2 & 3)
Nancy Harbour, DJJ Probation, Circuit 17, Senior Juvenile Probation Officer (Standards 2 & 3)
Marie Lockwood, Office of Program Accountability, Regional Monitor (Standards 2 & 3)
Shakela Minns, Office of Program Accountability, Regional Monitor (Standards 2 & 3)

Program Name: Eckerd Transition Project Bridge-Circuits11,15,16,17,19,20

MQI Program Code: 1300

Provider Name: Eckerd Connects

Location: Broward County / Circuit 17

Review Date(s): January 29-31, 2019

Contract Number: 10115

Number of Beds: 142

Lead Reviewer Code: 154

Methodology

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.

Persons Interviewed

- | | | |
|--|--------------------------------|--|
| <input checked="" type="checkbox"/> Program Director | _____ # Clinical Staff | 4 # Staff |
| <input type="checkbox"/> DJJ Monitor | _____ # Food Service Personnel | _____ # Youth |
| <input type="checkbox"/> DHA or designee | _____ # Healthcare Staff | _____ # Other (listed by title): _____ |
| <input type="checkbox"/> DMHCA or designee | _____ # Maintenance Personnel | |
| _____ # Case Managers | _____ # Program Supervisors | |

Documents Reviewed

- | | | |
|---|---|---|
| <input type="checkbox"/> Accreditation Reports | <input type="checkbox"/> Fire Prevention Plan | <input type="checkbox"/> Vehicle Inspection Reports |
| <input checked="" type="checkbox"/> Affidavit of Good Moral Character | <input checked="" type="checkbox"/> Grievance Process/Records | <input type="checkbox"/> Visitation Logs |
| <input checked="" type="checkbox"/> CCC Reports | <input type="checkbox"/> Key Control Log | <input checked="" type="checkbox"/> Youth Handbook |
| <input type="checkbox"/> Confinement Reports | <input type="checkbox"/> Logbooks | _____ # Health Records |
| <input type="checkbox"/> Continuity of Operation Plan | <input type="checkbox"/> Medical and Mental Health Alerts | _____ # MH/SA Records |
| <input checked="" type="checkbox"/> Contract Monitoring Reports | <input type="checkbox"/> PAR Reports | 10 # Personnel Records |
| <input checked="" type="checkbox"/> Contract Scope of Services | <input type="checkbox"/> Precautionary Observation Logs | 10 # Training Records/CORE |
| <input type="checkbox"/> Egress Plans | <input type="checkbox"/> Program Schedules | 5 # Youth Records (Closed) |
| <input type="checkbox"/> Escape Notification/Logs | <input type="checkbox"/> Sick Call Logs | 16 # Youth Records (Open) |
| <input type="checkbox"/> Exposure Control Plan | <input type="checkbox"/> Supplemental Contracts | _____ # Other: _____ |
| <input type="checkbox"/> Fire Drill Log | <input checked="" type="checkbox"/> Table of Organization | |
| <input type="checkbox"/> Fire Inspection Report | <input type="checkbox"/> Telephone Logs | |

Observations During Review

- | | | |
|--|--|---|
| <input type="checkbox"/> Admissions | <input checked="" type="checkbox"/> Posting of Abuse Hotline | <input type="checkbox"/> Staff Supervision of Youth |
| <input type="checkbox"/> Confinement | <input type="checkbox"/> Program Activities | <input type="checkbox"/> Tool Inventory and Storage |
| <input type="checkbox"/> Facility and Grounds | <input type="checkbox"/> Recreation | <input type="checkbox"/> Toxic Item Inventory and Storage |
| <input type="checkbox"/> First Aid Kit(s) | <input type="checkbox"/> Searches | <input type="checkbox"/> Transition/Exit Conferences |
| <input type="checkbox"/> Group | <input type="checkbox"/> Security Video Tapes | <input type="checkbox"/> Treatment Team Meetings |
| <input type="checkbox"/> Meals | <input type="checkbox"/> Sick Call | <input type="checkbox"/> Use of Mechanical Restraints |
| <input type="checkbox"/> Medical Clinic | <input checked="" type="checkbox"/> Social Skill Modeling by Staff | <input type="checkbox"/> Youth Movement and Counts |
| <input type="checkbox"/> Medication Administration | <input type="checkbox"/> Staff Interactions with Youth | |

Comments

Items not marked were either not applicable or not available for review.

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 Connects to provide transition, assistance, and support services to youth ages eleven to twenty-one re-entering the community from residential programs in Circuits 11, 15, 16, 17, 19, and 20. The program has sites in Miami-Dade, Broward, Palm Beach, Saint Lucie, and Lee counties and is contracted to provide 142 slots. The program's management team consists of one vice president of operations, one program director, three program managers, one regional education coordinator, 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 six vacancies, including two part-time transition support specialists, two full-time transition support specialists, one transition coordinator, and one career service coordinator.

Strengths and Innovative Approaches

- A county commissioner of Saint Lucie County has been extremely supportive of Project Bridge in Circuit 19. The commissioner has shown support by speaking at their fundraising event, Eckerd Connects' Children's Hero of the Year Awards. The commissioner also assisted with promoting the program and services, as well as raising funds through the county's "jeans day" staff donations, collected for the program youth.
- Project Bridge has developed key employment partnerships with community businesses who are committed to employing their youth. Some of these businesses include Old Skool Car Wash, Phatz Chicken and Fries and a strong connection with Career Source. Accurate Event Group in Miami has also partnered with the program, providing job opportunities for the program youth at special events.
- Registered under Florida Gulf Coast University's Service Learning, students can choose Project Bridge to complete their volunteer hours. The program manager also served as a community partner judge at the recent Service Learning Fair and have taken students on college tours. Sunstate Academy presented on their cosmetology program and has met with the program youth to discuss their goals. The program also has a partnership with Dade County Public Schools 500 Role Models to assist program youth, who have setbacks enrolling in school, through other educational programs in Miami-Dade County.
- Project Bridge's vocational program manager is in the forefront and a member of the Department of Juvenile Justice Faith Based Initiative Steering Committee. The efforts have allowed partnerships and engagements throughout the south region to occur with law enforcement and our youths, including conferences, and workshops for families.

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. 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 has a written policy and procedures to ensure each new employee and volunteer is background screened prior to hire. The program had a total of four new staff and four new volunteers since the last annual compliance review. Each new hire received an initial background screening Department's Clearinghouse prior to their hire date. Two applicable staff rated ineligible for hire; however, did receive an exemption from the Department prior to working with youth. Each of the four staff personnel records contained a pre-employment assessment with a passing grade. The program reviewed the Department's Central Communications Center (CCC) person's involvement report, the Staff Verification System (SVS) module, the Florida Department of Law Enforcement (FDLE) results and completed a personnel records review prior to hiring or utilizing a volunteer. An Annual Affidavit of Compliance with the Background Screening Unit (BSU) was forwarded to the Department's Background Screening Unit on January 3, 2019, meeting the annual requirement.

1.02 Five-Year Rescreening	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. Employees and volunteers are rescreened every five years from the initial date of employment.</i>	

The program has a written policy and procedures to ensure staff and volunteers receive a five-year rescreening calculated from their date of hire. The program had no staff or volunteers eligible for five-year rescreening at the time of the annual compliance review period.

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 has a written policy and procedures to ensure new staff receive the pre-service training requirements prior to working with youth and in-service training requirements are conducted annually. The programs' contract requires additional training requirements to be completed during pre-service and in-service training. The program has a training plan approved by the Department's Office of Staff Development and Training on April 26, 2018. A review of five pre-service training records verified each staff 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 five in-service training records verified each 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).

1.04 Incident Reporting (CCC) (Critical)	Satisfactory Compliance
<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>	

The program has a written policy and procedures to ensure incidents required to be reported to the Department's Central Communications Center (CCC) are reported within the required timeframe and consistent with the Department's requirements. The program had a total of six CCC reports since the last annual compliance review and one within the last six months. A review of five CCC reports indicated each was reported within the two-hour time frame of the incident or within two hours of becoming aware of the incident. A random review of five staff training records verified each received training on reporting incidents. A review of youth grievances 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.

1.05 Abuse Reporting (DCF)*	Satisfactory Compliance
<i>Any person who knows, or has reasonable cause to suspect, a child is abused, abandoned, or neglected by a parent, legal custodian, caregiver, or other person responsible for the child's welfare, as defined by Florida Statute, or a child 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>	

The program has a written policy and procedures regarding abuse reporting. The policy established guidelines to provide a safe and secure environment for youth, staff, and others, as well as ensuring accurate information regarding reportable incidents is disseminated to the Department's Central Communications Center (CCC) and the Florida Abuse Hotline. Youth are informed of the abuse reporting process during admission orientation. Youth are provided a handbook outlining the procedures on how to report abuse. Observations indicated the Florida Abuse Hotline and CCC telephone numbers were posted throughout the program. A review of five youth records indicated no allegations of abuse were reported either by the youth or staff. An interview with the program director indicated there were no substantiated allegations of abuse against staff since the last annual compliance review and youth have unimpeded access to self-report. A review of five staff personnel records verified each acknowledged staff expectations, the program's child abuse and neglect policy, and reporting abuse by signing the program's code of conduct. A review of five random staff training records verified each was trained in abuse reporting.

1.06 Administration	Satisfactory Compliance
<i>The Program/Provider shall provide a safe and appropriate treatment environment including administrative and operational oversight.</i>	

The program maintains a written policy and procedures to ensure accurate data is shared with the Department and stakeholders. The program compiles monthly reports detailing population and program data to include youth admissions, youth releases, youth services, census, staff vacancy, youth monthly reports, provider service reports, and contract compliance reports to the Department, as required in their contract. The program also conducts a quarterly conference

call with the Department to discuss the data and provide any feedback or follow-up information. A review of the monthly reports for the past six months verified this practice. A review of the program census and the Department's Juvenile Justice Information System (JJIS) Youth Placement-Facility module verified the census is accurate.

1.07 JJIS and Data Requirements		Satisfactory Compliance
<i>The Program/Provider and subcontracted service providers shall utilize the Department's Juvenile Justice Information System (JJIS) for data entry and shall monitor accuracy at all times.</i>		

The program has a written policy and procedures to ensure an accurate census is maintained on youth who are admitted into the program. The program maintains data of youth admissions and releases. The program utilizes the Department's Juvenile Justice Information System (JJIS) Youth Placement-Facility module to handle all referrals either accepted or rejected. Referrals made by the Department are reviewed within seventy-two hours of submission to determine if the youth would be accepted or rejected. The program maintains a census identifying youth who have been accepted and currently receiving services. A review of the program census and the Department JJIS Youth Placement-Facility module verified each youth in JJIS was identified on the program census. A review of five youth closed records indicated each contained documentation of being accepted for services. A review of the five closed youth records indicated the date of youth admission for services, discharge, and release reason was identified on each JJIS face sheet. Each reviewed closed record identified JJIS being updated within seventy-two of youth admission and updated twenty-four hours of the youth's release form the program.

Standard 2: Assessment Services

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

The program maintains a written policy and procedures regarding referrals received from the Department. The program's practice is to assess each referred youth, accept the referral within seventy-two hours, and inform the assigned juvenile probation officer (JPO) by email. A review of sixteen youth case management records verified each youth referral was reviewed to assess the youth's service needs. Each referral was accepted within seventy-two hours of receipt from the Department and Juvenile Justice Information System (JJIS) was updated upon the youth's placement into the program. Electronic notice was forwarded to the assigned juvenile probation officer (JPO) informing them of the youth's acceptance into the program. An interview with program staff verified they have knowledge of the referral process including referrals which are declined.

2.02 Admission and Services Provision Processes	Satisfactory Compliance
<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>	

The program has a written policy and procedures regarding admission and services provision processes. Sixteen youth case management records were reviewed and indicated a transition specialist/coordinator was assigned to each youth. A case record was created for each youth and contained youth expectations and consequences, documentation of services rendered, community referrals, and the required signed consent forms. Ten of the sixteen applicable youth case management records indicated the youth were referred to the program while in residential commitment placement. Six youth were referred after release from the commitment program. Ten applicable records documented the youth were admitted and received an orientation to the program within four days of the youth's release from the commitment program. A review of the ten applicable youth case management records contained supporting documentation indicating staff participated in community reentry team (CRT) meetings. Six of the sixteen youth case management records were not applicable for CRT meetings, due to referrals being generated after being released from the commitment program. A review of the six applicable records contained documentation youth received an orientation into the program within seven days of admission.

2.03 Assessments for Services	Satisfactory Compliance
<i>Transition Services providers 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.</i>	

The program has a written policy and procedures to ensure each youth admitted into the program receives an assessment to determine the appropriate services needed. A review of sixteen youth case management records indicated each youth received a needs assessment utilizing the Ansel Casey Life Skills Assessment, and/or a Realistic, Investigative, Artistic,

Social, Enterprising, and Conventional (RIASEC) assessment. The assessments were completed within the required forty-eight-hour timeframe of initial contact with the youth. The program also utilizes the youth's Residential Positive Achievement Change Tool (R-PACT), Youth-Empowerment Success (YES) Plan and Community Positive Achievement Change Tool (C-PACT) assessment results to assist with assessing the youth's risk factors and to address any other identified needs.

Standard 3: Intervention Services

3.01 Individualized Plan of Care	Satisfactory Compliance
<i>Program/Provider 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.</i>	

The program maintains a written policy and procedures to ensure each youth admitted to the program receives an individualized plan of care. A review of sixteen youth case management records indicated each individualized service plan (ISP) contained measurable goals addressing the youth's service needs as outlined in the youth's needs assessment. Each reviewed record indicated an ISP conference was held within seven days after the youth was admitted. Fifteen of the reviewed records verified the youth was present during the ISP conference. One record indicated the youth was invited; however, did not attend the conference. Ten of the sixteen reviewed records indicated the youth's parent/guardian was present during the youth's ISP conference. Six records indicated the youth were eighteen years of age at the time of admission; therefore, the parent/guardian was not required to be present. Thirteen of the sixteen reviewed records indicated the youth's juvenile probation officer (JPO) was present during the ISP conference. Three JPO's were not present for the conference; however, supporting documentation verified the program notified the JPOs of the youth's ISP conference. Fourteen of the sixteen reviewed records verified a representative from Paxen Learning Corporation and/or the Home Builders Institute was present during the ISP conference. Two of the sixteen youth's ISPs reflected the youth's participation in a traditional school setting. There was no indication in the youth's records a county school board representative attended or was invited to the ISP conference. In each of the sixteen reviewed records, each youth's assigned transition coordinator was present during the ISP conference. A review of five closed youth case management records verified each record contained a survey assessing the youth's satisfaction with their vocational/educational, support services, and outcome.

3.02 Community Referrals	Satisfactory Compliance
<i>The provider 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.</i>	

The program has a written policy and procedures to ensure youth are referred to community services based on their needs. A review of sixteen youth case management records indicated each contained documentation the youth were referred to local community organizations for additional services based on their needs assessment. Each reviewed record documented the referral type, community organization, date, and indicated the juvenile probation officer (JPO) was notified of the referral by program staff. Each of the youth case management records contained documentation a referral was made within the fourteen-calendar day timeframe of the youth's identified need of a specific service. Supporting documentation verified program staff followed-up on all referrals to ensure services were assessed.

3.03 Transition Services Case Management**Satisfactory Compliance**

Program/Provider 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 maintains a written policy and procedures outlining the program manager or designee ensures each youth receives the necessary referrals for service. Sixteen youth case management records were reviewed, and each indicated the transition coordinator ensured each youth was referred to the necessary service within fourteen days of the need being identified. Further review verified follow-up on each referral occurred to ensure services were assessed. Fifteen of sixteen applicable youth case management records verified follow-up was conducted every fifteen days to ensure services were received as outlined in the youth's individualized service plan (ISP) and documented all follow-up in the case notes and on the monthly progress report. In one record, the case manager made attempts to follow-up with the youth; however, was unsuccessful. Nine of the sixteen applicable youth case management records reflected the youth's mentor contacted with the youth at least four hours each month face-to-face, telephonically, or electronically. Seven of the sixteen youth records contained signed documentation indicating the youth's refusal of mentoring 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 maintains a written policy and procedures ensuring the initiation of discharge planning for each youth begins at intake and involves the transition coordinator, youth, parent/guardian, and juvenile probation officer (JPO). A review of five closed youth case management records indicated the youth's assigned JPO was notified of discharge planning. A copy of the youth's discharge summary was uploaded into the Department's Juvenile Justice Information System (JJIS) upon the youth's release from the program and the JPO was notified electronically or by telephone contact.

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MQI Program Code: 1300

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Overall Rating Summary

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All indicators have been rated Satisfactory and no corrective action is needed at this time.