

Twenty-fourth Special Master Report (Filed January 14, 2013)

Area	Compliance	Source	Page
INTEGRATED BEHAVIORAL TREATMENT PROGRAM			
Compliance	Substantial	“The Defendant has now fully complied with all of the elements of the May 27, 2010 court-ordered IBTM Implementation Plan” and expanded “implementation beyond the initial two pilot units to all units at O.H. Close Youth Correctional Facility (OHCYCF).”	1
Substance Abuse Curriculum	Substantial	The most notable progress has been in the adoption of an evidence-based substance abuse curriculum and the training of trainers to teach the curriculum... <i>Cognitive Behavioral Interventions for Substance Abuse: Youth Version.</i>	5
		“The California Youth Assessment Screening Instrument (CA-YASI) scores will be used initially to determine youth need and the Substance Abuse Subtle Screening Inventory (SASSI) scores will be used in the future.”	6
Next Steps	-	“Once the substance abuse program is fully implemented at OHCYCF, that facility will have a full complement of programs needed for its population.”	8
		As part of the phase II Implementation Plan, “An effort should be undertaken to codify and articulate the principles and mission of the IBTM in as simple and straight forward a manner as possible...In other words, how is youth behavior different from adult behavior and therefore requires a unique approach?”	10
MEDICAL			
Costs	-	“The experts... recommend Defendant continue to explore and pursue additional measures to improve efficiency and to reduce costs.” “Defendant opines that the [physical and mental health] costs of \$27,000 annually per youth are for the 2011-2013 fiscal year. Of these costs, 35% or \$8,450 per youth are actual medical costs. The remaining costs are mental health and dental care costs. For the current fiscal years, total costs have dropped to \$24,990 per youth or \$8,715 medical costs per youth.”	11
Returning Monitoring to Defendant	Substantial	“Defendant has demonstrated and maintained substantial compliance with the requirements of the Health Care Remedial Plan and developed a quality assurance plan to continue regular monitoring of its medical care program.” “The need to closely monitor and contain costs of medical care is particularly important as Defendant’s youth population has been declining and the trend is expected to continue in the foreseeable future.”	13-14
SAFETY AND WELFARE			
Compliance	Substantial & Partial	Percentage of items rated Substantial Compliance in Round 5: OHCYCF: 91%; NACYCF 87%; VYCF 84%; Central Office: 92%. VCYF had the greatest improvement.”	15
		“Dr. Krisberg recommends: Transfer to Defendant the auditing of OYCYCF for most of the Safety and Welfare Remedial Plan audit items with periodic consultant from the Safety and Welfare Expert.	16

		Transfer to Defendant the auditing of NACYCF for most of the Safety and Welfare Remedial Plan audit items with the exception of the IBTM, reducing use of force, implementation of an evidence-based gang strategy, and refinement of the Program Service Day. VCYP remains a work in progress that requires full monitoring by the Safety and Welfare Expert.”	
Out-of-Room Time	Partial	The percentage of total weekly average Program Service Day hours increased by 60% at OHCYCF, 67% at NACYCF, and 83% at VYCF from 2010-11 to 2011-12. ...means youth spent less time in isolation in their rooms.” “...a significant portion of out-of-room time consisted of youth in dayrooms watching television or working out in exercise yards with very limited interaction with any staff member.”	16
Grievance System	Partial	“During a site visit to VYCF... 14 of 17 youth interviewed complained about the grievance system.” At OHCYCF, “youth in general are satisfied with the process.” At NACYCF, “youth expressed a high degree of dissatisfaction with the grievance process.” Audit team believes because of the staff at OHCYCF, “youth have more confidence in the system and are more receptive to working with staff to resolve issues informally.”	19
Gang Control Strategy	-	Dr. Cheryl Maxon, of University of California, Irvine has been contracted by Defendant, based on report “Gang and Violence in California’s Youth Correctional Facilities: A Research Foundation for Developing Effective Gang Policies.” [<i>Contact CJCJ for copy of report</i>] Workgroup comprised of multidisciplinary staff developed and created new gang framework including, “DJJ seeks to identify and resolve conflict between individuals and groups that would otherwise escalate into violence through nonviolent means.” “Defendant should develop a plan to accomplish the approaches identified by the workgroup.”	22-23 24
Use-of-Force	Partial	Decline at OHCYCF and no significant decline at NACYCF or VYCF. “...Use of force is still too high at the facilities.” “Significant decline in DDMS level 3 rate in proportion to the use-of-force rates provides another encouraging sign that the facilities’ staff are less prone to rely solely on punishment to address youth behavior issues.”	20 25
Facility Closures and Replacements	Partial	“With continuing uncertainties in the youth population and the state budget dilemma, it is unrealistic to expect any new facility to be constructed to replace the existing ones.” “The Special Master believes that with a modest investment, options are available for Defendant to convert the existing facilities’ living units into more therapeutic and treatment-oriented settings.” “OHCYCF has recently opened a recreation center for the A phase	25 26

		youth [approximately 40 youth] that illustrates the value of creating a home-like environment even in an old facility.”	Apx. B, 6
Behavior Treatment Programs (BTPs)	Partial	<p>“Examples of improvement [at VYCF] include...significant increase in out-of-room time, more education services, additional programming and treatment opportunities, and less restriction during youth movements.”</p> <p>“It appeared that school and counseling were being delivered on a regular basis in these restricted programs” at OHCYCF.</p> <p>“BTP units no longer routinely place all youth in restraints during youth movements. The facility has adopted a policy of only placing youth in restraints to address past behavioral issues with frequent reviews to assess whether restraints could be removed” at VYCF.</p>	<p>26</p> <p>Apx. B, 6</p> <p>Apx. B, 7</p>
Compliance Rating System	-	<p>The Standards and Criteria audit items are not weighted for relative to their difficulty and complexity in implementation and criticality to reform efforts. Moreover...these ratings by themselves do not constitute adequate measurement of performance of the facility’s reform efforts.”</p> <p>“Many of the audit items cover the creation of formal policies and procedures but not necessarily how well these new systems are actually working. It is the classic difference between evaluating laws on the books and law in action.”</p>	Apx. B, 5
USE-OF-FORCE MODEL			
Review of Two Targeted Living Units	-	<p>“Management paid particular attention to staffing by promptly filling vacant positions on the units [Sacramento Hall at NACYF and Casa de Los Caballeros at VYCF] and created a positive incentive system for the youth in the unit. A review of date at these two living units shows drastic decline (well above 60%)” in use-of-force.”</p> <p>“Defendant should consider exploring means to adopt and expand the practices at these living units to other units.”</p>	34
VENTURA YOUTH CORRECTIONAL FACILITY			
Treatment Interventions in Behavior Treatment Program	Partial	<p>Current treatment modules included in BTP are: “Anger Control, Social Skills, Decisional Balance, The ABC Model, Project Impact.”</p> <p>“IBTM team members at VYCF are engaged in coaching and training BTP staff members to deliver the modules. The Mental Health Expert has observed delivery of several modules and has noted the high level of staff commitment and the progress in staff skill development.”</p>	39
Structured Activities on BTP units	-	“Defendant is beginning to recognize that the latter approach [purely punitive measures] results in unsafe environments for youth and staff because of the increased risk of violence.”	39-40
Reinforcement System	Partial	<p>“For understandable reason there was, and for some still is, a significant disbelief that ‘positive checks’ for desired behavior that initially provide rewards as seemingly insignificant as shampoo or candy could actually change youth behavior. The Special Master has observed the surprise of staff about how quickly the RS [Reinforcement System] is changing youth behavior.”</p> <p>“Staff are also beginning to understand the concept of rewarding not just any behavior but the behavior that a particular youth needs to develop.”</p>	40

