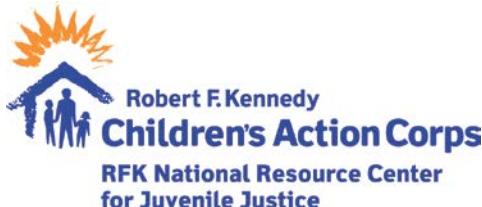


# Hampden County Massachusetts Dual Status Youth Initiative - Site Manual

June 2012 – June 2013

*Technical Assistance Provided by:*



## **I. Background/History of Jurisdiction:**

In April of 2012 the Massachusetts Department of Youth Services applied for a technical assistance grant from the MacArthur Foundation and the Robert F Kennedy Children's Action Corps to study our practice relative to children from the child welfare system crossing over into the delinquency system in Hampden County. (Complete application is Item 1 in Appendix).

Hampden County is located in the Knowledge Corridor of Massachusetts. Its traditional county seat and largest population center is Springfield. It is part of the Springfield Metropolitan Statistical Area and is the most urban county in Western Massachusetts. According to the census data from 2008, there were 69,000 youth ages 7-17 in Hampden County. Its annual DYS detentions for fiscal year 2011 were 402; 86 of which got committed to DYS custody. Massachusetts provides services through a system of state agencies with specific mandates and local presence in client population centers. There are three main child serving agencies in the Commonwealth: The Department of Children and Families (DCF) is the child welfare agency; The Department of Youth Services (DYS) is the juvenile justice agency and the Department of Mental Health (DMH) is the provider of long-term inpatient and case management behavioral health. The three agencies are all part of the Executive Office of Health and Human Services and sit in the Children and Families cluster.

In Massachusetts, baseline data indicate that there were significant numbers of youth who crossover from the child welfare system to pre-trial detention placements in the juvenile justice system: a total of 822 youth in fiscal year 2011. The number of youth in this category was particularly high in Hampden County, which in fiscal year 2011 was the county with the second to highest rates of DYS/DCF

dually-involved youth: a total of 132. Over the last three years, the Department of Youth Services (DYS) has worked in partnership with the Department of Children & Families (DCF) to address the specific needs of dual status youth. The agencies signed a Memorandum of Understanding (Item 2 included in the Appendix), which outlines a joint understanding between DYS and DCF to work cooperatively to reduce the unnecessary use of pre-trial detention. The agreement designates responsibilities and sets forth a process that the DCF social worker or a designated person in the DCF Area Office should follow in the event that youth in the care or custody of DCF are held in secure detention at DYS. It also includes a higher level of information sharing of caseload data to monitor progress and compliance, and proactive case management of this special population. Through the execution of this agreement, DYS and DCF have made significant progress in reforming detention practices in Massachusetts. We developed a collaborative partnership that sets a strong platform to the completion of this project's articulated analytical process. It advances additional system integration and helps us achieve the articulated project outcomes. DYS and DCF are committed to improving the lives of dual status youth and believe this project was a great opportunity to strengthen our ongoing efforts and go beyond detention reformation. DYS and DCF have worked in partnership over the last three years to address the specific needs of dual status youth. These efforts have decreased the use of secure detention in Massachusetts, but more work still has to be done.

Our past and ongoing interagency efforts have primarily dealt with finding ways to interrupt the trajectory of abused and neglected children into the juvenile justice system. This pathway, however, cannot always be interrupted. Under such circumstances, DYS and DCF should continue to work together to achieve youth permanency and effectively transition the dual status youth upon case closure. Although these are important issues for all youth in the child welfare and juvenile justice systems, they are particularly relevant for dual status youth because they often face the loss of familial connections, community connections, and the support of social networks as a result of their interaction with both systems. Ultimately, we wish to develop these local reforms into a state-wide practice standard that efficiently supports better outcomes for dual status youth.

The primary challenge was to change the current decision making and practice within the system related to dual status youth. DCF youth are disproportionately held in detention because they are waiting for further service planning or placement in the DCF service continuum. Detention is not a benign experience and the literature indicates that placement of low risk juvenile offenders with high

risk juvenile offenders actually results in poorer outcomes for low risk youth. The DCF involved youth who enter detention at DYS are predominantly low risk.

Massachusetts has been involved in related work through the Annie E. Casey Foundation's Juvenile Detention Alternative Initiative since 2006; reducing the incidence of dual status youth is one of JDAI's special population goals. There has been work on this population in six counties in the Commonwealth, where the prevalence of these youth is greatest. Our goal is to take the work done in the Hampden pilot and make it available to other counties relative to replication.

Finally, DYS and DCF are in the final stages of developing a practice standard that will help manage the process when DCF involved youth get committed to DYS. The proposed practice standard will clarify the roles of agency staff and will be constructed in a manner that supports the involved youth and families. It will also include time line deliverables for mutual accountability of agency staff who participate in the process. This practice standard will help meet goals for permanency for dual status youth.

## **II. Mobilization:**

During the process of developing the application for technical assistance, key leaders from the judiciary, child welfare, probation and juvenile justice affirmed their commitment to the project. This came from both the state and local level. There was also a commitment from the defense bar and district attorney to participate. This core group developed a list of important stakeholders to invite to the kick-off event, held in June of 2012. The primary leadership was comprised of First Justice Daniel Swords , Hampden County Juvenile Court; Paul Fitzsimons, DCF Regional Director; Danny Baez, Acting Chief of Juvenile Probation and Ruth Rovezzi, DYS Regional Director.

An Executive Committee was formed after the project kick-off, members were:

- Dan Swords, First Justice, Hampden County Juvenile Court
- Patricia Dunbar, Associate Justice, Hampden County Juvenile Court
- Danny Baez, Acting Chief of Juvenile Probation
- Paula Bagian, Assistant Chief of Probation, Holyoke Juvenile Court
- Karen Sullivan, Assistant Chief of Probation, Springfield Juvenile Court
- Paul Fitzsimons, DCF Regional Director

- Elorie Stevens, DCF Placement Supervisor
- Christina Calabrese, Acting Clerk Magistrate, Hampden County Juvenile Court
- Curtis Frick, First Assistant District Attorney, Hampden County
- Patrick Sparks, Attorney in Charge, Youth Advocacy Division, Committee for Public Counsel
- Patricia Hastings, Attorney in Charge, Child and Family Law Center, Committee for Public Counsel
- Alex Sales, DYS Director of Operations
- Ruth Rovezzi, DYS Regional Director (Chairperson)
- Bridget Nichols, Director, Hampden County Juvenile Court Clinic

The Executive Committee selected Ruth Rovezzi as the Chairperson and established monthly meetings. Decisions were made through a consensus building process. In our first technical assistance visit, we established the necessary subcommittees to manage the work and assigned members of the Executive Committee to serve as liaisons to each subcommittee, along with time frames for completion. There were formal letters of support from each agency's Commissioner or Chief Justice collected as part of the application project and these were used to build local support for the work.

It should be noted that we were unable to develop any sustained participation from any local school administration. Our region includes Springfield and Holyoke, two school systems with below average performance ratings based on the Massachusetts Comprehensive Assessment System (MCAS) and high dropout rates. The Superintendent of the Springfield Public Schools attended a meeting over the summer of 2012 but sent varied representatives to subsequent meetings. In reviewing our strategy for implementing the pilot, we might have benefited from approaching one of the larger school systems before the application was filed to better measure their ability to participate.

We had similar experience with promoting police participation in the pilot, we were unable to sustain representation from law enforcement leadership. Our major communities focus the bulk of the law enforcement resources on violent crime and community policing. We see benefit in engaging the police in a conversation and possible reform of school-based offenses. We also believe that the participation of individual school administrators in the Multi-Disciplinary Team meetings has established local support for working collaboratively to better serve dual status youth.

### **III. Target Population:**

***Definition of Hampden County's Target Population ("Dually-Involved Youth"):*** A youth already involved with the Department of Children and Families on any open matter (current investigation, open Child in Need of Services (CHINS), Voluntary Application, or Care and Protection) who is arraigned on a delinquent offense.

#### **Data Scan:**

Collaborative work between DYS and DCF for the past 3 years under a memorandum of understanding provided data regarding DCF involved youth entering detention: DCF involved youth make up 35% of the bail admissions, the majority for low risk offenses. Even prior to our work with the pilot, we were aware that dually-involved youth are a concern for our jurisdiction.

In the Baseline Data completed for snapshot 9/30/12-(Preliminary report included in Appendix # 3) we show:

- General Youth Population = 53,557
- Child Welfare Total = 2,807
- Juvenile Justice Total = 920

Analysis of the Baseline Scan shows racial and ethnic disparity for dually-involved youth and a majority (52%) were for misdemeanor offenses. 58% of the youth had at least one prior out- of- home placement. The average length of involvement with DCF for these young people was 2.8 years, with some as long as 11 years. The average family had 12.9 referrals to DCF for services. This baseline confirms for us the importance of our reform work.

#### **Description of Process/Means for Routine Identification:**

Hampden County began with addressing the lack of access to information regarding a young person's status with DCF when they appeared in court. DCF client information is contained in the FamilyNET system, accessible only by DCF staff. The court maintains its own information system and in fact during the pilot, transitioned to a new information system, MassCourts, which created its own set of challenges for our information collection. The court collects information on child welfare matters which involve a court appearance, but lacks information on other pathways to DCF. DYS has its own client

information system, JJEMS, which also is closed to outside agencies. Given that all three client information systems are closed to outside agency inquiry, the only immediate access was through a network of staff in the Clerk Magistrate's Office, Probation and the DCF Regional Office. Using a data sharing Memorandum of Understanding, the leadership of each agency identified staff that would be consistently reviewing new delinquency complaints and researching the youth's status with DCF. This process is completed before the youth appears before the judge for arraignment. The court file is marked specifically to identify the youth as a dually-involved youth. When the youth appears before the magistrate for a clerk's hearing or before the judge for arraignment, the court is aware of their status as a dually-involved youth.

If the Clerk Magistrate finds sufficient facts to bring a delinquency complaint forward for arraignment, the defense attorney assigned to the case is responsible to discuss with the youth and their family the identified pathway for dually-involved youth and to review their rights around information sharing as part of the process. (Protocols for identification of dually-involved youth are Item #4 in the Appendix)

#### **IV. Study and Analysis:**

Hampden County assembled an Ad Hoc Committee to conduct the system mapping process and draw up recommendations for points in the process that could be improved for dually-involved youth. The committee was led by DCF Regional Director Paul Fitzsimons and included representatives from the defense bar, DYS, DCF, Probation and the District Attorney's staff. The committee worked for six weeks to discuss the process from the perspective of each stakeholder agency and presented a system map to the Executive Committee for review and comment. Suggestions were discussed and a final decision was made on where our practice reform would initiate. (System Map of Existing Practice is Appendix Item #5, System Map of New Model is Item #6)

The Legal Examination/Information Committee was chaired by Patrick Sparks of the Committee for Public Counsel and Judge Patricia Dunbar. The group included attorneys for DCF, the Committee for Public Counsel and the Probation. They reviewed current statutes and regulations as well as agency policy and drafted a Memorandum of Understanding for information sharing and data sharing. There was discussion concerning the ability of each agency to release information, which led to the development of consent for information sharing for parents to authorize. The Memorandum then went

on to the Commissioners of DCF, Probation and DYS, the District Attorney for Hampden County and First Justice Swords. (Appendix Item #7 is current Laws, Regulations and Policies reviewed by the Committee, Item#8 is the Memorandum of Understanding and Item #9 is the Release of Information Authorization)

The Data Committee was chaired by Alex Sales, Director of Operations for DYS and Elorie Stevens, Regional Placement Supervisor for DCF. They worked closely with Dr. Denise Herz of California State University at Los Angeles, who had been contracted to provide data analysis for the pilot. They held regular conference calls with Dr. Herz and enlisted members of the agencies' Information Technology departments as well as operational staff in DYS, DCF and Probation. They worked tirelessly to find work-arounds for roadblocks and developed reasonable data collection timeframes.

The Screening and Assessment Inventory Committee was chaired by Lorrie Bobe, DYS Director of Community Services and Trina Gresh, Program Manager for DCF. They contacted all child-serving agencies and inventoried the tools used and created a reference guide. Many child serving agencies share the common tool of the CANS (Child and Adolescent Needs and Strengths Survey). This gives us a platform to review other tools. (Appendix #10 lists tools used)

The Resources Inventory Committee was chaired by Ruth Rovezzi, DYS Regional Director. The committee surveyed all state agencies and other community providers to develop a list of services available to families. This project was complicated by the Commonwealth's procurement of services process. DYS, DCF and DMH were involved in procuring large service networks during 2012 and many decisions on selection were delayed due to changes in regulations governing that process. The current menu should be updated in 2014 when the process is completed. (Service lists and directories for DCF, DYS and the Children's Behavioral Health Initiative for community mental health services are Appendix Item #11)

Primary issues encountered involved the ability of agencies to release information, confidentiality is protected under a number of statutes and policies. This led to our decision to build information sharing on parental consent, which also supports the concept of our process being family-led and strength focused. DCF is able to release information for youth in their custody, where they serve in the absence of a parent, based on court-awarded custody.

Our work was also more complicated by the fact that the Commonwealth delivers services locally, with local leadership but relies on agency Central Offices and their Commissioners to make decisions

effecting policy, in our case specifically on Information Technology and Legal/Policy. The second level of discussion and decision added to the time needed to research and move forward.

## **V. Practice Reform:**

Hampden County practice reform began with implementing the Multi-Disciplinary Team Meeting as an offering for dually-involved youth. We recognize that many of these families are involved with multiple agencies and have complex concerns.

When a dually-involved youth appears before the judge at arraignment, it is the responsibility of the defense attorney to describe to the youth and their parent or legal guardian the purpose of the Multi-Disciplinary Team and the potential benefit of participation. We chose the defense attorney to do the outreach to the family because they are generally seen by families as aligned with their interests and in Massachusetts each juvenile has assigned legal representation. If the family is willing to consider participating in the meeting, they are connected to the Juvenile Court Clinic, where a staff clinician describes the meeting process in more detail. The clinician explores the family's concerns, particularly as they relate to the delinquency complaint and related risk factors. They ask the family to list important people to invite to the meeting and provide information on other standard attendees: the Probation Officer, DCF Social Worker, defense attorney and Assistant District Attorney. The meeting is facilitated by a clinician from the Court Clinic. If the family agrees to participate, they sign a release of information tailored by them to allow professionals to share information and select participants for the meeting. These Multi-Disciplinary Team Meetings do not take place without the consent of the parent or legal guardian. Family invitees have included community therapists, school personnel such as guidance counselors or administrative staff, extended family members, mentors, parent advocates, foster parents, residential service providers and medical staff. The meetings are scheduled to occur before the youth returns to court for a pre-trial conference with the judge. (The Parent Brochure is Appendix Item #12)

The court clinician makes contact by telephone with the invitees to inform them of the process and help them prepare for the meeting, if they are willing to participate. Each person is asked to come to the meeting with suggestions that could be considered for implementation with the goal of preventing the young person from moving deeper into the delinquency system. Other individual goals are developed as part of the process. (Case Conference Form is Appendix Item #13)

In the meeting, the court clinician serves as a facilitator and solicits the perspectives of the participants and brings the meeting to a close with a consensus of action steps and assigned roles. The plan is documented in a brief form that is copied for the defense attorney, the family and the court file. The plan is presented to the judge at the pre-trial conference by the defense attorney and updates are provided by the responsible parties.

The Multi-Disciplinary Team process was initiated in April of 2013 in the Springfield and Holyoke Juvenile Courts. Training was provided to a group of DCF social workers who focus on adolescent youth, the defense attorneys for the juvenile court sessions and probation staff. (Samples of Training Materials used for DCF/DYS staff and the defense bar are Appendix Item #14). After two months of the process, First Justice Swords recognized the need to develop a dedicated docket or session to provide consistent judicial review of these cases. He provided the leadership for an operational change that created a set date and time for the dually-involved youth to appear before two judges with training on the concerns of this population. This dedicated docket began in August of 2013 in the Springfield session.

In the meeting, the court clinician serves as a facilitator and solicits the perspectives of the participants and brings the meeting to a close with a consensus of action steps and assigned roles. The plan is documented in a brief form that is copied for the defense attorney, the family and the court file. The plan is presented to the judge at the pre-trial conference by the defense attorney and updates are provided by the responsible parties. (The Conference Follow-Up Form is Appendix Item #15).

### **Priority Practice Areas Impacted:**

1. Practice Area 1-Arrest, Identification and Detention: Hampden County establishes a method to determine a youth's involvement with DCF prior to arraignment.
2. Practice Area 2-Decision Making Regarding Charges-Hampden County District Attorney has a pre-existing diversion program and with increased awareness of dual status youth, there is opportunity to divert a delinquency record.
3. Practice Area 3-Case Assignment, Assessment and Case Planning-Hampden County implements Multi-Disciplinary Team meetings with a strength-focused approach. We add a dedicated docket session to streamline the process for families and increase collaboration.
4. Practice Area 3- DYS and DCF are working to develop a memorandum of understanding regarding permanency planning for DCF-involved youth committed to DYS custody.

## **VI. Family and Youth Engagement:**

The core of our practice reform is based on the implementation of the strength-based, multi-disciplinary team meeting held prior to the young person appearing before the judge at the pre-trial conference. The family agrees to participate in the meeting and authorizes sharing information in the process with the goal of identifying service needs and appropriate resources. The family selects participants and is able to determine what information will be shared and with whom. It is important that the family and youth develop trust in the process and the participants. During the team meeting, the family takes the lead in the discussion and the recommended course of action.

Including youth in the team process has been more complex, some youth are not comfortable speaking in the group and there were concerns about self-incrimination voiced by the defense bar, but as we develop more expertise in the process, we are able to include more youth voice. We believe in the principles of Positive Youth Development, an Evidence-Based Practice for working with adolescents, and will increase opportunities to include them.

To provide more natural supports for families during the court process, we have negotiated funding to provide parent peer advocates through the Parent Professional Advocate League of Massachusetts and the Department of Youth Services. DYS funds provide 10 hours per week of a parent advocate and telephone access to information and referrals through the League's network of peer parents. Some of the areas of support for parents are in educational advocacy, accessing mental health services and advocating for their children. PPAL also offers free training for parents on related issues. One of the parent advocates now serves on our Executive Steering Committee to bring this important perspective to our work. (PPAL Brochure for parents is Appendix Item #16)

We plan to conduct a parent and youth survey to be better informed about their experiences with the Multi-Disciplinary Team and the court process in the spring of 2014. Anecdotal feedback has generally been positive.

## **VII. Culture Change:**

Our work with dually-involved youth in Hampden County has too often been poorly coordinated and confusing to youth and families. System responses were inconsistent and many conversations among professionals were blaming and unproductive. Professionals working in the system for many years were still unclear about the roles and families were unaware of the significant risk to dually-involved youth and the potential long-term impact for them. DCF and DYS had established a Memorandum of Understanding to outline responsibilities when DCF-involved youth were placed in the detention system, but no formal protocols existed to include the court in the work or to prioritize preventing DCF-involved youth from entering detention. Work was done on an individual case level but not on a system level.

We have seen the benefit of implementing practice reform and are building on our preliminary success in building better collaboration. Feedback from various stakeholders encourages our efforts. For example, the representative from the District Attorney's staff who sits on the Multi-Disciplinary Team has expressed his willingness to refer more youth to the District Attorney's Diversion Program, which allows young people to successfully complete the program with their case dismissed. He made the correlation that being part of the MDT meeting allows him to better understand the complex needs of the dually-involved youth and that their delinquent behavior may be part of serious behavioral health needs or learning challenges. He also has more confidence in the process and outcomes.

DCF social workers were hesitant to participate in the Multi-Disciplinary Team because they often anticipated criticism from families and other professionals on their case management and ability to provide necessary services. DCF leadership began with internal training to inform their social workers of the special risks associated with dually-involved youth and the importance of collaboration. The leadership selected several key personnel to model this particular collaboration. Internally, DCF has used Family Team Meeting to make decisions regarding service plans and case closures, so there is familiarity with the process, but including court personnel and taking a similar process outside of the agency was a new practice arena. Once the dually-involved youth MDT began, DCF social workers became comfortable with the process and acknowledged its benefit. One observation was that social workers often felt their work with youth and families occurred in a silo and was not always coordinated with all parties. Participating in the MDT meetings enhanced communication with families and other professionals, offered an opportunity for creative problem-solving and gave a sense of shared responsibility for better outcomes.

Families report that the opportunity to have their concerns heard and to lead the team in determining the best course of action for their child is very beneficial. There have been concerns about the implications of sharing information, particularly the risk of self-incrimination. The defense bar has been taking the lead on addressing these concerns as they appear in an individual case.

While we had difficulty sustaining participation from education leaders in our Executive Committee work, Hampden County experienced good response from school personnel in the Multi-Disciplinary Team process. Many of the dually-involved youth struggle with school-based issues and school-based arrests are an issue in our community. When school administrators and counselors have been invited by families to participate in the meetings, there has been a productive dialogue on the rights of youth and families in the special education process, better communication between families and school personnel and identification of ways to support young people in educational attainment.

We have partnered with the University of Massachusetts Medical School in 2012 to offer training on Trauma Informed Care to probation officers, DCF social workers, defense attorneys and judges in an effort to have their work respond to the needs of the dually-involved youth, who often have a significant trauma history. UMMS received a grant from the National Child Traumatic Stress Network to provide training on two fronts, first to clinicians working directly with traumatized children and second to professionals working within systems. We plan to offer the training again in 2013. The Department of Youth Services has piloted a trauma-informed curriculum developed by NCTSN for direct care staff in juvenile justice settings to better prepare them to meet the needs of dually-involved youth who enter detention. We have also developed presentations to offer basic information on the needs of dual status youth and the importance of diverting them out of the juvenile justice system for probation and defense attorneys. (Training Curriculum and Results Survey from Participants are Item # 17)

In 2014, DCF and DYS plan to host a state-wide convening to educate staff on the issues facing dually-involved youth, which would include a new policy for DCF regarding permanency planning with this population. The work from Hampden County will serve as a starting point for practice reform and lessons learned.

## **VIII. Summary and Conclusions**

We are pleased with our progress to date but recognize much more must be done. We have developed: methods for identification of dually-involved youth; a strength focused family team meeting to develop supports for youth in danger of going deeper into the delinquency system; a dedicated docket to ensure that the judge reviewing the case is familiar with the risks associated with dually-involved youth; access to parent advocates to support families and system and youth outcomes to evaluate our work.

In designing our outcome measures, we were mindful of the ongoing data collection necessary to evaluate our work and worked to develop measures that could be evaluated from our existing data systems, which are segregated and with few options for automatic reporting. Data collection must be done with existing staff resources and in a timeframe that informs our practice. We believe it is important to work towards outcomes that can be easily understood by families, youth, social workers, probation staff and attorneys. (Our outcome measures are included in the Appendix as Item #17)

### **Next steps should include:**

- Provide training to school personnel and police on the issues facing dual status youth and show them why they should care about this population. For school personnel, we can tie to drop out rates and academic performance, which are outcomes they are measured by; for police, we can tie to school-based arrests. Given that the Commonwealth has no central leadership for school districts or police, we have limited options to engage external leverage with these two stakeholders, we have to build the support locally. (Target Date: April 2014)
- DYS will provide funding through Fiscal Year 2015 for a case manager position in the Court Clinic contract to support the Multi-Disciplinary Team process. The meetings have been facilitated by court clinic staff based on the good will and commitment of the clinic's director to the process, which is outside of their required workload. They have been able to do this with existing resources but demand is increasing. The court and the Department of Mental Health, which provides annual operating funds for the court clinic, are willing to pilot this process and evaluate outcomes. (Target Date for Implementation: January 2014)
- Several other counties in Massachusetts are interested in learning more about our practice changes with the potential of piloting these changes in other parts of the state. Ruth Rovezzi

and Danny Baez presented our model to the Juvenile Detention Alternatives Initiative Statewide Steering Committee on 12/9/13 and our team is available to consult with interested counties. (Target Date: June 2014).

- After the pilot data collection is completed, Hampden County needs to finalize the methods needed to measure our outcomes every six months. Each agency has begun the process to be more data driven in its work and evaluation of “what works”. This change is complicated by the difficulty in collecting and sharing data, both on the technical and inter-agency level. There is an increased sense of urgency to look at measurable results and evaluate changes. We also need to develop a survey for parents/youth to get feedback on the process from their perspective. (Target Date: September 2014)
- Our first year focused on elements of the CJJR Crossover Youth Practice Model that we believed could be implemented in a short time and show results. There are other pieces of the CYPM that would benefit our work but are more complicated to implement, such as joint case plans and integrated assessments. These require state-wide policy change and need to be championed at a state level, particularly as they interface with collective bargaining agreements regarding job duties and timeframes. It is a worthwhile conversation.

### **Challenges and Success Factors:**

Our first success is the development of a strong collaboration between the court, DCF, DYS, the defense bar and the District Attorney’s staff with the goal of improving outcomes for dually-involved youth. In the past, competing interests and lack of a shared vision were barriers to collaboration. Having the shared experience of the past year’s work has built a common value and commitment to improving our response to dually-involved youth. We have also seen positive growth in the formal agreements between DCF and DYS in how dually-involved youth are prioritized if they enter the detention system. In September of 2013, DYS opened a staff-secure detention program in Western Massachusetts to provide an alternative to placing low-risk youth with proven-risk youth in secure detention, which was previously the only option. Our goal is to keep dually-involved youth out of detention, but if they are held on bail, we have a resource to prevent their exposure to more deep-end youth.

We believe that the process we have implemented: early identification of DCF involvement; Multi-Disciplinary Team meeting to problem solve with the family; dedicated court docket with a judge

familiar with the risks involved with dually-involved youth and data collection to measure outcomes is simple enough to be sustained and to serve as a platform for more improvements. This work tracks with similar work currently underway in Massachusetts related to the Annie E. Casey Foundation's Juvenile Detention Alternative Initiative, which focuses on dually-involved youth as a special population. Hampden County is connecting to JDAl in 2014 and we plan to use our work on dually-involved youth as a starting point for further growth.

Another success for our work is that we have played a part in bringing the needs of dually-involved youth to state-wide attention in a number of stakeholder groups: DCF and DYS are working to finalize a Memorandum of Understanding to guide practice when DCF youth are committed to DYS. Both DCF and DYS recognize the dually-involved youth in their agency Strategic Plans as a targeted group. The Committee for Public Counsel Services has identified dually-involved youth as a population for which the defense bar needs training and they have provided several sessions as an orientation. In addition, CPCS has begun an internal discussion on the roles of the attorney in civil matters (Care and Protection or CRA) and the role of the defense attorney and how improvements can be made in coordinating representation.

We continue to be challenged to bring stakeholders to the conversation, we have not been successful to date in securing consistent representation from education or police. We could expand our family voice and add a youth voice to the Executive Committee. Data collection will be a challenge as long as our information systems are not able to share data, requiring manual collection that is labor intensive. We aspire to be part of a **statewide** effort in Massachusetts to prevent youth involved in the child welfare system from moving into the juvenile justice system. Change is in the air!

Hampden County Dually-Involved Youth Pilot

Work Group Rosters

Executive Committee

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Hampden County Dually-Involved Youth Pilot

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Data Subcommittee

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Hampden County Dually-Involved Youth Pilot

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Hampden County Dually-Involved Pilot

Resources Inventory Subcommittee

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Hampden County



***Juvenile Justice & Child Welfare System Coordination & Integration:  
A Technical Assistance Framework for Improved Outcomes***

**WORK PLAN & ANALYSIS**

This document is offered as a template for identifying the current status and tracking of progress in priority practice areas targeted for reform within this initiative. In each practice area, it is meant to provide participating jurisdictions with a dynamic opportunity to identify current strengths, assess weaknesses or challenges, detail time lines and progress, and clarify responsibility for tasks and activities that permit advances toward the goals for reform in each key area. The template lays out a set of priority practices that have been identified through a history of field experiences working with crossover or dually involved youth that will require ongoing examination and analysis during the work of each participating jurisdiction. It is important to note that there may be other desired practice changes uniquely identified within participating sites and the template provides space for inclusion of those key areas. This template is designed as a working tool to develop critical policies, procedures and protocols within the *Juvenile Justice & Child Welfare System Coordination & Integration: A Technical Assistance Framework for Improved Outcomes* initiative.

**Define Target Population(s):**

**#1: Month:** Crossover Youth for Hampden county are defined as youth currently involved with the Department of Children and Families as a Voluntary Referral, CHINS, Open Investigation or Care and Protection status and who are arraigned in the Juvenile Court for a delinquency.

**#2: Months 3-9:** No changes in the target population.

Mobilization / Structural Foundation			
Current Status of the Practice	Plan for Action (Tasks & Activities)	Time Lines & Person(s) Responsible	Challenges / Progress
1. Mobilization: Have you developed and formalized a leadership and governance structure that includes necessary stakeholders for the management and oversight of this initiative?			
<p><b>Month 1:</b> Preliminary stakeholder group Identified.</p> <p><b>Month 2:</b> Executive Committee and subcommittees formed; first technical assistance visit completed.</p> <p><b>Month 3:</b> Data and Legal Subcommittee underway, Systems Mapping Ad Hoc Committee starting.</p> <p><b>Month 4:</b> Develop draft memorandum of understanding and information sharing agreement.</p> <p><b>Month 5:</b> Schedule of committee meetings established</p> <p><b>Month 6:</b> Monthly Exec. Committee</p> <p><b>Month 7:</b> Strong collaboration, good consensus building</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 8:</b> xxx</p>	<p><b>Month 1:</b> Invite Committee members and identify subcommittee chairs.</p> <p><b>Month 2:</b> Subcommittee meetings and outline tasks.</p> <p><b>Month 3:</b> Review materials from RFK to inform our process.</p> <p><b>Month 4:</b> Draft MOUs to be vetted through agency heads.</p> <p><b>Month 5:</b> Subcommittee meetings are wrapping up on most topics</p> <p><b>Month 6:</b> Working on governance for Executive committee</p> <p><b>Month 7:</b> Regular meetings occur monthly.</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> Set by site visit.</p> <p><b>Month 2:</b> Data: Sales/Stevens, Legal: Dunbar/Robinson, Ad Hoc: Fitzsimons, Rovezzi, Frick</p> <p><b>Month 3:</b> No</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> xxx</p> <p><b>Month 6:</b> DYS Pilot for JDAL extends parent advocate access to our initiative. Rovezzi</p> <p><b>Month 7:</b> Monthly meeting last Wed of each month, subcommittees meet as needed</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> Representatives from DOE and police.</p> <p><b>Month 2:</b> Education participation not consistent.</p> <p><b>Month 3:</b> Judge Swords has contacted Superintendant for Springfield</p> <p><b>Month 4:</b> MOU for information sharing preliminary signatures.</p> <p><b>Month 5:</b> Input from family members should be solicited to inform our process</p> <p><b>Month 6:</b> DYS provides access to Parent Professional Advocacy League for 10hrs/week.</p> <p><b>Month 7:</b> School representation has varied, we would benefit from a consistent attendee.</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 9:</b> xxx</p>
2. Data Collection: Have you developed a means by which you can identify the prevalence of the target population(s)?			
Have you identified the questions about crossover or dually involved youth, sources of data, and the mechanism(s) for ongoing data collection to support performance measurement (i.e., data sharing agreements, protocols)?			
<p><b>Month 1:</b> Define target population and data points.</p> <p><b>Month 2:</b> Refine definition of targeted population and recruit members for Data Committee</p> <p><b>Month 3:</b> Conference call outlined data collection requirements, baseline measures, tracking targeted population</p> <p><b>Month 4:</b> Data Committee refining process, reviewing forms</p>	<p><b>Month 1:</b> Work to define target population and technical needs.</p> <p><b>Month 2:</b> Committee needs the support of Probation, DCF and DYS research and systems staff. Need to make our target population narrow enough to</p> <p><b>Month 3:</b> Review forms required for research, consider comparison group. Confirm definition with Exec. Comm</p> <p><b>Month 4:</b> November starts data</p>	<p><b>Month 1:</b> Sales/Stevens as co-chairs</p> <p><b>Month 2:</b> Sales/Steven/Baez</p> <p><b>Month 3:</b> Sales/Stevens to schedule meeting, ensure representation on call</p> <p><b>Month 4:</b> Probation (Baez) to review impact of new computer system and need for data, may need extension on start up.</p> <p><b>Month 5:</b> Data collection scheduled to start 11/15/12 to accommodate</p>	<p><b>Month 1:</b> Challenge in individual agency data silos. Court system.</p> <p><b>Month 2:</b> Plan for first data conference call with Dr. Herz, get support from agency leadership.</p> <p><b>Month 3:</b> Prepare to meet research requirements for each agency IRB.</p> <p><b>Month 4:</b> Probation is preparing to do manual data collection if necessary.</p> <p><b>Month 5:</b> New automated client record</p>

<p><b>Month 5:</b> Preparing to start data collection, considering access issues. Identified contact people with each agency to be responsible for data</p> <p><b>Month 6:</b> Process drafted for establishing contacts for verifying crossover youth.</p> <p><b>Month 7:</b> Process description reviewed and disseminated. Scheduled to begin.</p> <p><b>Month 8:</b> Identification of dually-involved youth progresses. Data is being collected</p> <p><b>Month 9:</b> System is producing necessary information on time for decisions.</p>	<p>collection, impacted by new court client information system, MASSCourts.</p> <p><b>Month 5: Baseline data entered, target population confirmed. Forms revised to improve efficiency</b></p> <p><b>Month 6:</b> Each agency (DCF, DYS, Court, Probation) have identified a point person for verifying crossover status</p> <p><b>Month 7:</b> Daily review of admissions and communication chain with court and DCF in place</p>	<p><b>Probation impact of MASSCourt.</b></p> <p><b>Month 6:</b> Sales, Stevens, Santamaria, meet to finalize process</p> <p><b>Month 7:</b> D. Baez for court, E. Stevens for DCF as leads.</p> <p><b>Month 8:</b> Both local data collection for our own review and the necessary data for this pilot have begun to be collected.</p> <p><b>Month 9:</b> Court clinic and probation networking with DCF to identify information.</p>	<p>systems make some of our process uncertain but all parties are committed to the accuracy of the data and timeliness.</p> <p><b>Month 6:</b> We rely on human effort to research dually-involved youth, bureaucracy and technology are barriers.</p> <p><b>Month 7:</b> Technology could make this very simple but confidentiality and IT security are barriers. Unlikely to be resolved from Central Office.</p> <p><b>Month 9:</b> We proceed with manual data collection. Significant resource commitment by DCF and court to complete.</p>
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3. Have you collaboratively conducted a mapping exercise to identify each of the key decision points that will impact the target population?

<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> Identify representatives from the JJ/CW system, outline task</p> <p><b>Month 4:</b> Ad Hoc Committee formed, agency reps identified.</p> <p><b>Month 5:</b> Draft of system map presented to Steering Committee for review.</p> <p><b>Month 6:</b> Final version submitted</p>	<p><b>Month 1:</b> .</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> DCF staff to take lead role and document process</p> <p><b>Month 4:</b> Several meetings scheduled to</p> <p><b>Month 5:</b> Exec Comm tasked with reviewing map and making comments by</p> <p><b>Month 6:</b> The map has been condensed into a summary for easy reference</p>	<p><b>Month 1:</b> .</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> Fitzsimons/ S.Santiago (DCF) to lead discussion</p> <p><b>Month 4:</b> S. Santiago/Fitzsimons</p> <p><b>Month 5:</b> same</p> <p><b>Month 6:</b> System map presented to defense bar, District Attorney Staff, Probation staff, DCF and judiciary</p>	<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b>xxx</p> <p><b>Month 3:</b> Good representation identified to participate in disuccsion</p> <p><b>Month 4:</b> The system map has been presented for comment to stakeholders,</p> <p><b>Month 5:</b> Changes to status offense laws may impact our system map but we proceed.</p> <p><b>Month 6:</b> Good response for system map, changes recommended can easily be incorporated</p>
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4. Have you compiled an inventory of screening & assessment tools utilized in current practice in the juvenile justice, child welfare systems (including also the education & behavioral health areas)?

<p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> Subcommittee chairs identified.</p> <p><b>Month 4:</b> Committee meets and organized tool matrix</p> <p><b>Month 5:</b> Present document to Executive Steering Committee</p>	<p><b>Month 3:</b> Members collect current tools in use for their agency. Look for duplications.</p> <p><b>Month 4:</b> Create document that is easy to understand and concise.</p> <p><b>Month 5:</b> Review document and get feedback.</p>	<p><b>Month 1:</b></p> <p><b>Month 2:</b> Lead agencies to identify staff</p> <p><b>Month 3:</b> DCF: Trina Gresh, DYS: Lori Bobe</p> <p>xxx</p> <p><b>Month 4:</b> Mary Langevin creates document that shows tools.</p> <p><b>Month 5:</b> Rovezzi presents to Exec</p>	<p><b>Month 1:</b></p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> Each agency tasked with providing breakdown of tools, this is a well established part of our practice.</p> <p><b>Month 4:</b> DMH and schools provided information for inventory. The tool is written in easy to understand language.</p>
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		Comm. No recommended changes	<b>Month 5:</b> Discussion about reviewing this at the 11 month mark to see if any changes should be incorporated as we prepare the manual.
5. Have you compiled an inventory of resources utilized in current practice in the juvenile justice, child welfare (including also the education & behavioral health) areas and identified the gaps in resources needed to address crossover or dually involved youth?			
<b>Month 4:</b> Team meets to begin to collect information on resources. <b>Month 5:</b> Set up regular reporting mechanism for materials. DCF uses Lead Agency format for residential network. Procurement process may result in changes. <b>Month 6:</b> Collect listing to date, procurement set to conclude in December. <b>Month 7:</b> Changes to status offense law have provided earlier intervention points for families and referrals to community providers. State agency services in procurement stages. <b>Month 8:</b> Services in state care network still in flux due to procurement.	<b>Month 4:</b> Contact community agencies to develop listing, use CBHI providers. DMH listings, DPH Substance Abuse Tx <b>Month 5:</b> Collecting materials for listing, ask parents what has been useful <b>Month 6:</b> consider developing specific parent handbook for process <b>Month 7:</b> Significant delay in procurement makes updates not possible yet. <b>Month 8:</b> Awaiting procurement decisions, collecting information from community MassHealth provider network. CBHI services are comprehensive for this population	<b>Month 4:</b> DCFTrina Gresh/DYS: Lori Bobe <b>Month 5:</b> Add members Mary Langevin/Paula Ribiero <b>Month 6:</b> xxx <b>Month 7:</b> Draft completed for existing services by Bobe/Gresh <b>Month 8:</b> Check in with DCF and DMH on status of contract awards. Connect with MBHP on menu of services through CBHI. Reflect current referral pathways with court clinic.	<b>Month 4</b> DYS/DCF/DMH in the midst of procurement for services and current, are subject to change. Dates not firm for new contracts; materials will need to be updated. Existing service map submitted. <b>Month 5:</b> DYS Procurement underway, DCF/DMH Procurement Caring Together in process <b>Month 6:</b> Procurement not complete <b>Month 7:</b> Not all decisions announced. <b>Month 8:</b> List compiled with current information. <b>Month 9:</b> Generally Massachusetts has multi-faceted care system, looking at gaps for substance abuse in-patient
6. Have you conducted a legal and policy analysis to highlight the legal mandates, current policies & court processes that serve as supports or barriers to systems integration?			
<b>Month 1:</b> <b>Month 2:</b> Subcommittee formed and co-chairs identified. <b>Month 3:</b> Each entity reviews relevant regulations and laws. <b>Month 4:</b> Work begins on MOU for initiative. <b>Month 5:</b> No Change <b>Month 6:</b> No Change <b>Month 7:</b> xxx <b>Month 8:</b> xxx <b>Month 9:</b> Completed.	<b>Month 1:</b> . <b>Month 2:</b> Review membership; distribute instructional materials <b>Month 3:</b> Local team members from DCF/DYS have connected with Central Office Legal Staff. Relevant statutes submitted for consideration. <b>Month 4:</b> MOU authored by committee and submitted for review <b>Month 8:</b> Final version signed off and distributed	<b>Month 1:</b> . <b>Month 2:</b> Judge Dunbar/CoraJean Robinson provide leadership <b>Month 3:</b> Draft MOU for information sharing written and sent for review <b>Month 4:</b> Dunbar, Robinson, Sparks <b>Month 5:</b> Rovezzi submits MOU for Commissioner signatures <b>Month 6:</b> C. Birnbaum <b>Month 7:</b> V. Peele	<b>Month 1:</b> <b>Month 2:</b> Committee has membership from all stakeholder groups, well organized. Complicated systems to coordinate <b>Month 3:</b> Any MOU needs local and state level review and sign off, complicated by levels of review. <b>Month 5:</b> At DYS Central Office <b>Month 6:</b> xxx <b>Month 7:</b> xxx

			<b>Month 8:</b> Final version signed by all <b>Month 9:</b> MOU distributed to all parties
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7. Have you conducted an examination of information sharing policies and practices and put in place the same to support the handling of crossover and dually involved youth?

<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> Subcommittee submits review of relevant statutes and agency policies. <b>Month 4:</b> Draft MOU for information sharing, sent to agency heads for review and approval. <b>Month 5:</b> MOU must be vetted by legal staff for all 5 entities, time consuming <b>Month 6:</b> xxx <b>Month 7:</b> xxx <b>Month 8:</b> Signed MOU in process <b>Month 9:</b> Completed MOU and distributed to stakeholders.	<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> Familiarize committee with needs regarding policy and confidentiality requirements and anticipated impact on information sharing. <b>Month 4:</b> Track status of draft MOU <b>Month 5:</b> xxx <b>Month 6:</b> xxx <b>Month 7:</b> xxx <b>Month 8:</b> xxx <b>Month 9:</b> Distributed MOU	<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> Judge Dunbar/C.Robinson/P. Sparks as leadership, <b>Month 4:</b> same <b>Month 5:</b> MOU has started circulating with Commissioners of DCF/DYS. <b>Month 6:</b> xxx <b>Month 7:</b> xxx <b>Month 8:</b> xxx <b>Month 9:</b> Completed	<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> Committee members receive copies of material from RFK and begin to review agency regulations and statute requirements. <b>Month 4:</b> xxx <b>Month 5:</b> xxx <b>Month 6:</b> xxx <b>Month 7:</b> xxx <b>Month 8:</b> xxx <b>Month 9:</b> Slow process to get Central Office approval of document, some edits
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#### Priority Practice Areas

Current Status of the Practice	Plan for Action (Tasks & Activities)	Time Lines & Person(s) Responsible	Challenges / Progress	
8. At the point a youth crosses over from child welfare to juvenile justice, is there a method by which notification to the child welfare system is routinely established?	<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> xxx <b>Month 4:</b> Contact persons identified in Probation and DCF to determine if young person is a crossover youth. <b>Month 5:</b> Routine identification established <b>Month 6:</b> Due to committed effort by staff in probation, DCF and clerk's office we are consistently collecting information manually and sharing with judge.	<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> Meeting w/DCF, Probation, Clerks office to map process <b>Month 4:</b> xxx <b>Month 5:</b> Monthly reports of youth are provided to pilot group <b>Month 6:</b> Continue to collect list of dually involved youth manually.	<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> D. Baez, C. Calabrese, E. Stevens <b>Month 4:</b> xxx <b>Month 5:</b> Nichols, Baez, Calabrese <b>Month 6:</b> SantaMaria, Stevens, Calabrese	<b>Month 1:</b> xxx <b>Month 2:</b> xxx <b>Month 3:</b> xxx <b>Month 4:</b> xxx <b>Month 5:</b> After consulting with IT staff for agencies, no easy solution presents, data collection done manually <b>Month 6:</b> The process is successful due to the efforts of committed staff in the court and DCF.

9. Are the social workers and juvenile justice/court officers expected to communicate within a prescribed time period to initiate the proper exchange of case history information?			
<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> Most communication is timed around events in the case process, timelines are dictated by separate mandates.  <b>Month 8:</b> xxx  <b>Month 9:</b> Need to finalize recommendations, Lost momentum on this item.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> Working from date of MDT for exchange of information. Should develop guidelines based on best practice and seek support for change at agency level.  <b>Month 8:</b> xxx  <b>Month 9:</b> As part of our continued work, need to close out this piece of work.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> Review material on best practice. Look at current practice.  <b>Month 8:</b> xxx  <b>Month 9:</b> Collect materials from court and DCF on job specifications.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> Past practice has general timelines, some performance issues for individual staff.  <b>Month 8:</b> xxx  <b>Month 9:</b> Needs closure.</p>
10. Are there procedures in place to ensure active consideration of diversion opportunities at key decision points in the process?			
<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> Existing diversion programming is through District Attorney's Office.  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> Based on participation in MDT, DA has better understanding of issues related to dually-involved youth and offers diversion as option in MDT to youth originally screened out for diversion.</p>	<p><b>Month 1:</b> .  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> System Mapping provides opportunity to review for other diversion opportunities  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> Collect data on frequency of diversion offer to dually-involved youth. Many dually-involved youth are eligible for case to continue without finding/dismissal as well.</p>	<p><b>Month 1:</b> to be discussed in future  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> Some resources in place for diversion, could expand  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> C. Frick/D.Baez</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> Our work this year will not extend to expanding diversion opportunites.  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> Future work with police on diversion at point of arrest. School based offenses needs review. Hampden County is joining Massachusetts JDAI with AECF, can provide us resources to work on these issues.</p>

11. Are Family/Multi-Disciplinary Meetings used to ensure active engagement of all person's (youth & family) and agencies serving dually involved youth?			
Are there identified points throughout the active case involvement that specialized case planning meetings or processes are conducted to ensure the ongoing agency and youth/family collaboration?			
<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> Family input is routinely solicited in key decision points for JJ and CW. Need to build on these connections to be more youth/family centered.</p> <p><b>Month 7:</b> Working to design MDT process for Springfield and Holyoke  <b>Month 8:</b> Design family brochure on MDT and have translated into Russian and Spanish  <b>Month 9:</b> Parent participation in MDT has been at a high level, collecting data on percentages requesting MDT.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> Map process for MDT with existing court proceedings  <b>Month 7:</b> Discuss self incrimination implications w/defense. Defense attorney will offer MDT to family.  <b>Month 8:</b> Set aside time weekly for MDT and identify agency participants. Train defense attorneys on process.  <b>Month 9:</b> Parent voice is standard in court proceedings, Strength focus is a new perspective for the court process, need to support the change.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> Baez, Nichols,  <b>Month 7:</b> Executive Committee was involved in the design of our MDT.  <b>Month 8:</b> K. Sullivan and R. Rovezzi work on brochure and get feedback from team  P. Sparks provides training for attorneys  <b>Month 9:</b> Defense attorney continues to advocate for MDT, court clinic staff connect with families to arrange meetings. Family voice leads the conversation.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> Taking a strength focus with families is a challenge for some staff. Training need.  <b>Month 7:</b> Leadership from court clinic allows for consistent process and good engagement from families.  <b>Month 8:</b> Brochure reflects strength-focused MDT, led by parent.  <b>Month 9:</b> In the future, plan for a parent satisfaction survey of MDT to get information about the parent experience. Access to a parent advocate helps support families in presenting their concerns.</p>
12. Are consolidated/joint assessments of the family & youth being conducted? Not included in our pilot work. DCF Materials can be shared with the consent of the family but current policy and regulation are barriers to standardized joint assessments.			
<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> xxx  <b>Month 9:</b> xxx</p>

13. Have you developed integrated case plans between social workers and juvenile justice officers for court disposition, implementation, and collaborative oversight?			
<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> Documentation requirements for DCF and Probation are agency wide and vetted through collective bargaining. Change is complicated  <b>Month 9:</b> Template for case plan in use and has been modified based on initial use. Judges appreciate the benefit of concise document with details of individual plan.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> A locally-developed case plan is being developed by the MDT group and follows the youth in the court process  <b>Month 9:</b> Case plan is practical but not officially sanctioned by leadership of DCF or Probation.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> B. Nichols from Court Clinic develops template and P. Sparks from CPCs commits defense attorney to presenting plan in court.  <b>Month 9:</b> Plan is written during MDT by the facilitator, copies to family, file for judge and defense attorney. Probation and DCF.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx  <b>Month 5:</b> xxx  <b>Month 6:</b> xxx  <b>Month 7:</b> xxx  <b>Month 8:</b> DCF and probation play varied roles with families and youth based on the custody status or probation status, so we identify defense bar as a constant in each case and responsible to present plan.  <b>Month 9:</b> Using the Casey JDAI forum to lobby for statewide consideration of a joint case plan, using our local version currently.</p>
14. Do you have formal policies, procedures and protocols in place that guide the institutionalized practice for dually involved youth?			
<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> DCF/DYS MOU for detained youth established prior to our pilot</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> Previously established MOU on practice once youth enter juvenile justice. Need work on more preventive interventions.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> P. Fitzimons and R. Rovezzi to look at current draft of joint practice with dually involved youth after commitment.</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> Each agency has their own limits with policy change through collective bargaining agreements and regulations. Need agency-wide system changes.</p>
15. Do you utilize either of the following models for coordination of court processes: - Dedicated docket      - One-family/one judge model      - JJ and CW systems pre-court conferences?			
<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx</p>	<p><b>Month 1:</b> xxx  <b>Month 2:</b> xxx  <b>Month 3:</b> xxx  <b>Month 4:</b> xxx</p>

<p><b>Month 5:</b> Ad Hoc Committee to design practice developed</p> <p><b>Month 6:</b> Court clinic has agreed to serve as coordination center, defense bar will present process to families at arraignment.</p> <p><b>Month 7:</b> Executive Committee has reviewed process and feedback has been incorporated.</p> <p><b>Month 8:</b> Multi-Disciplinary Teams schedule is established for Holyoke and Springfield</p> <p><b>Month 9:</b> Court recommends adopting dedicated docket to streamline process and improve collaboration.</p>	<p><b>Month 5:</b> Hold design meetings on Jan 16, 2013, and Jan 23, 2013.</p> <p><b>Month 6:</b> Steering committee discussed options, skill set needed for facilitation. Court clinic will take leadership role, defense bar will present model to families and discuss information sharing</p> <p><b>Month 7:</b> Process designed, training and outreach to DCF staff.</p> <p><b>Month 8:</b> Each session has a set day/time for MDT. Working on how the plans are followed. Feedback by DCF staff, defense bar, DA and families is positive.</p> <p><b>Month 9:</b> Judges recognize need for the case to be reviewed by a consistent judge with knowledge of dually-involved youth risks. Plan to implement dedicated docket during summer. Working on identifying time in the court schedule.</p>	<p><b>Month 5:</b> JJ/CW case conference as pre-trail conference is a good fit for our practice.</p> <p><b>Month 6:</b> Bridget Nichols-Court Clinic will draft process and forms. Patrick Sparks-CPCS will lead discussion on role of defense bar in process.</p> <p><b>Month 7:</b> E. Stevens for DCF, D.Baez for Probation, P. Sparks for defense</p> <p><b>Month 8:</b> Court clinic serves as meeting coordinator and facilitator of MDT. Outreach to schools had shown that individual school administrators are interested in the process.</p> <p><b>Month 9:</b> Judge Swords provides leadership with arranging time on the court calendar, Tina Calabrese directs the scheduling with clerk's office staff.</p>	<p><b>Month 5:</b> The system is complex and involves many participants, complicated coordinate</p> <p><b>Month 6:</b> Confidentiality and its protections can limit information sharing, particularly around self-incrimination. We have good buy-in from stakeholders to develop a process that works.</p> <p><b>Month 7:</b> Each group has apprehensions about the process and need coaching and reassurance on our goals.</p> <p><b>Month 8:</b> Most identified dually-involved families are interested in having MDT meeting.</p> <p><b>Month 9:</b> Originally we thought that it was unnecessary to have a dedicated docket but recognized the importance and judicial leadership made it possible.</p>
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16. Have you developed a plan and/or curriculum for training of all staff involved in the handling of dually involved youth?

<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> Training needs are developing as we have a sense of our process.</p> <p><b>Month 6:</b> Each stakeholder is planning a training for their staff on process changes</p> <p><b>Month 7:</b> Need to develop standard curriculum for replication, what resources exist to support us?</p> <p><b>Month 8:</b> Work continues.</p> <p><b>Month 9:</b> Need to review the wealth of materials we have to fine-tune content</p>	<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> Training targeting the different roles people play is under discussion.</p> <p><b>Month 6:</b> Defense bar to be trained as part of CPCS Detention Alternative presentation. CHINS Diversion workers and Probation need to be scheduled</p> <p><b>Month 7:</b> Additional sessions need to be scheduled to reach more staff. Need to include managers as well as workers.</p> <p><b>Month 8:</b> Initial training has occurred, plan to adjust after process starts, some</p>	<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> Training will be done locally with members of our committee.</p> <p><b>Month 6:</b> P.Sparks for CPCS, D.Baez for Probation, P.Fitzsimons for DCF</p> <p><b>Month 7:</b> Training has occurred with core staff, materials developed</p> <p><b>Month 8:</b> Curriculum available, seeking wider audience for our message</p> <p><b>Month 9:</b> D.Swords and D.Baez to coordinate training to occur in June.</p>	<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> Scheduling training is challenging.</p> <p><b>Month 6:</b> How to get buy-in from staff, facilitate changes in process. Strong commitment from leadership.</p> <p><b>Month 7:</b> Training prompts difficult conversations about system change..</p> <p><b>Month 8:</b> Tie training with practice</p> <p><b>Month 9:</b> Good opportunity for partnering with UMASS for staff.</p>
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<p>for stakeholder audiences. Need to develop initial presentation for all audiences to be followed by materials targeted for audience. Connection to Trauma Informed Care training for staff.</p>	<p>questions but will work out during process.</p> <p><b>Month 9:</b> Connect to UMASS Medical School for training on TIC for attorneys and probation staff.</p>		
<p>➤ Additional Practice Area(s):</p>			
<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> xxx</p> <p><b>Month 6:</b> xxx</p> <p><b>Month 7:</b> xxx</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> xxx</p> <p><b>Month 6:</b> xxx</p> <p><b>Month 7:</b> xxx</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> xxx</p> <p><b>Month 6:</b> xxx</p> <p><b>Month 7:</b> xxx</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 9:</b> xxx</p>	<p><b>Month 1:</b> xxx</p> <p><b>Month 2:</b> xxx</p> <p><b>Month 3:</b> xxx</p> <p><b>Month 4:</b> xxx</p> <p><b>Month 5:</b> xxx</p> <p><b>Month 6:</b> xxx</p> <p><b>Month 7:</b> xxx</p> <p><b>Month 8:</b> xxx</p> <p><b>Month 9:</b> xxx</p>
<p><b>Additional Comments/Considerations:</b></p> <p>Need to engage education stakeholders in a meaningful way to look at issues related to school-based arrests and better coordination to support crossover youth.</p> <p>Need to finalize outcome measures to evaluate impact of system reform.</p> <p>Need family perspective on system reforms in development.</p> <p>Need to develop/compile written procedures and protocols to produce a manual for the process.</p> <p>What other best practices do we want/can we adopt?</p>			