



**MARYLAND**  
**Department of**  
**Juvenile Services**

*Successful Youth • Strong Leaders • Safer Communities*

## Integrating Data Into Juvenile Justice Case Management at MD DJS

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# What Is MD DJS?



The Department of Juvenile Services (DJS) is an executive agency whose primary task is to appropriately manage, supervise and treat youth who are involved in the juvenile justice system in Maryland.

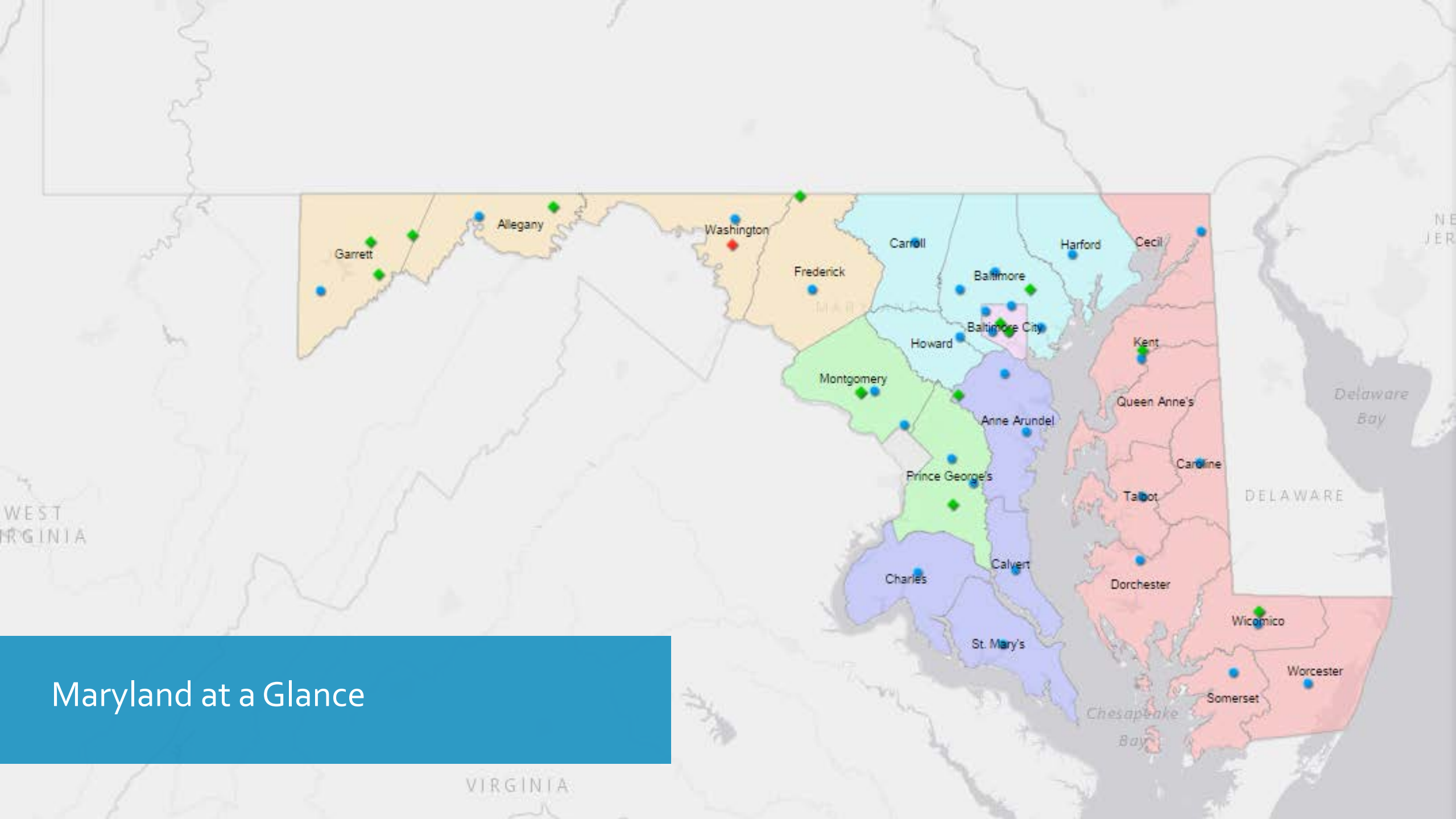
DJS is involved in nearly every stage of the juvenile justice process from the moment a youth is brought into a juvenile intake center by the police or as a result of a citizen complaint to the time when a youth returns to the community after completing treatment.

# MD DJS Mission



By law, DJS is a child-serving agency responsible for assessing the individual needs of referred youth and providing intake, detention, probation, commitment, and after-care services.

DJS collaborates with youth, families, schools, community partners, law enforcement, and other public agencies to coordinate services and resources to contribute to safer communities.



# Maryland at a Glance

VIRGINIA

WEST VIRGINIA

NEW JERSEY

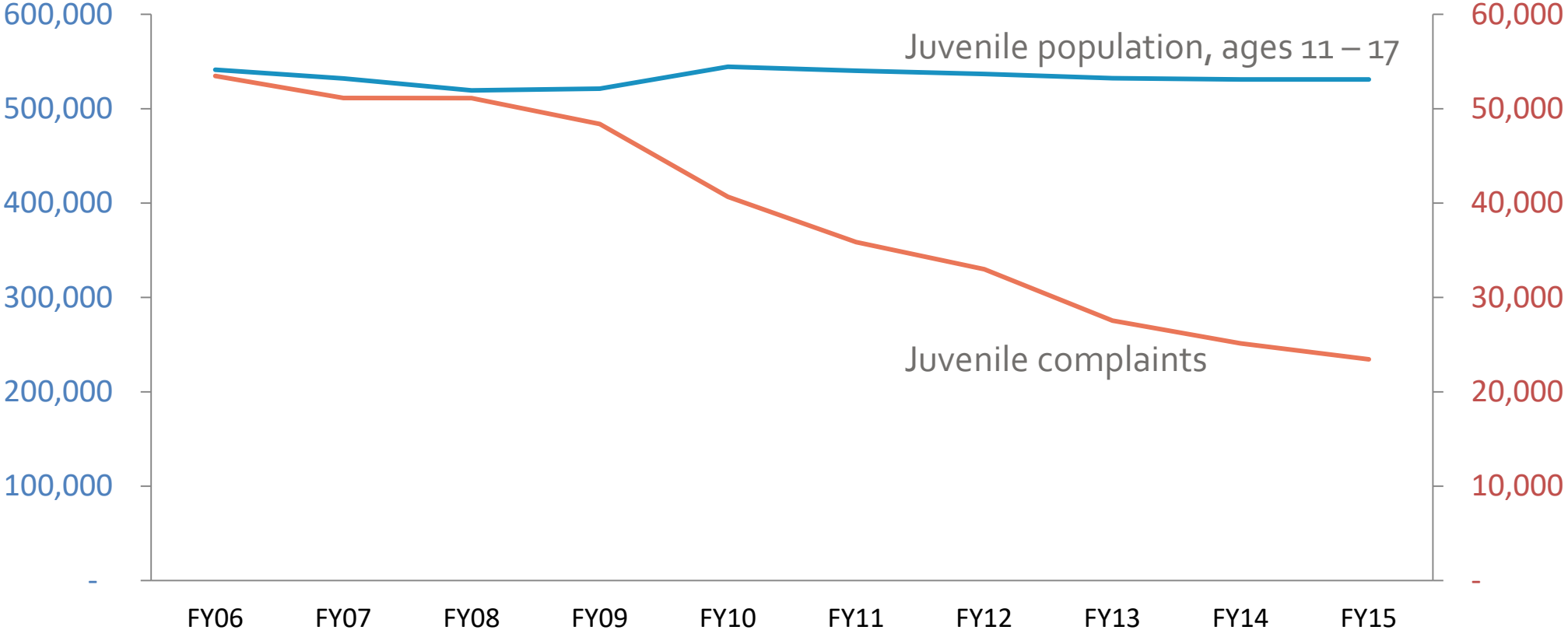
Delaware Bay

DELAWARE

Chesapeake Bay

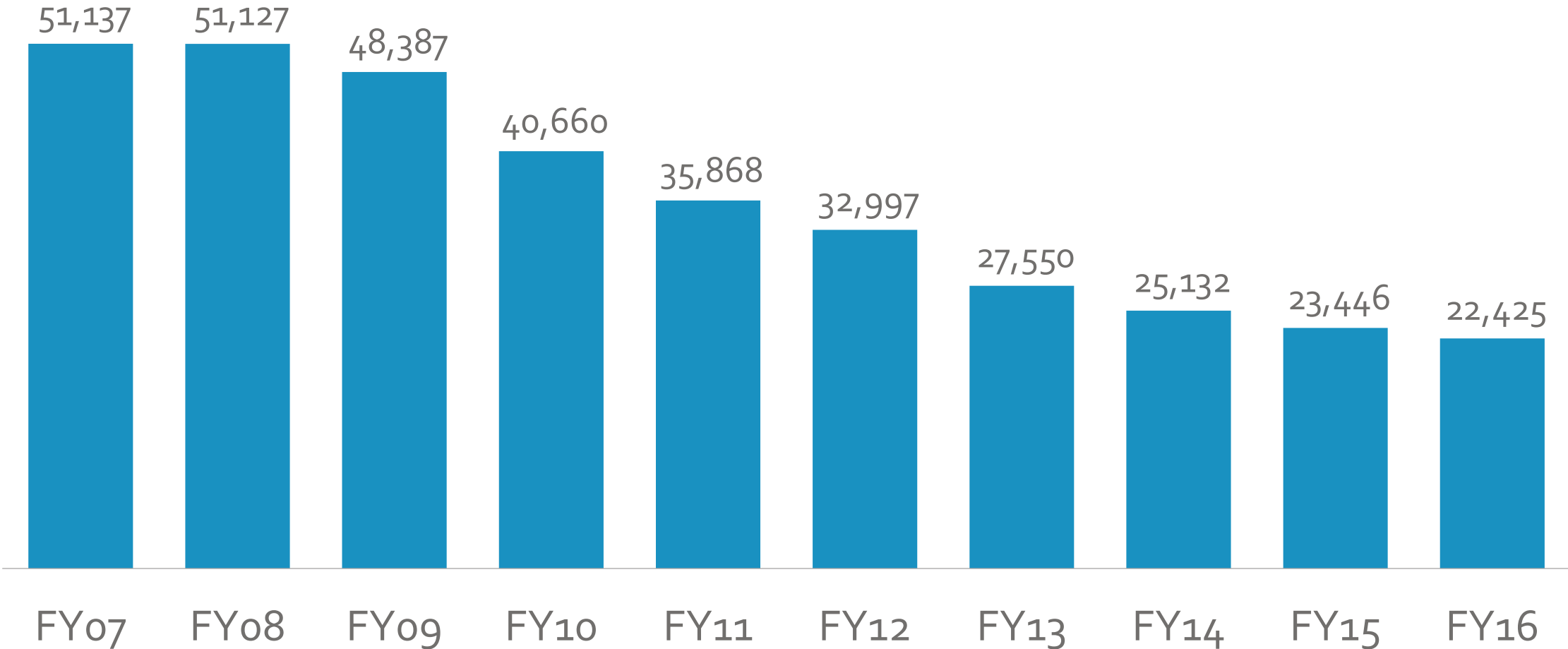
# Complaints Declined; Population Remained Level

- Overall juvenile population decreased just 1.9% since FY06.
- Complaints referred to DJS declined 56.2% over the same period.



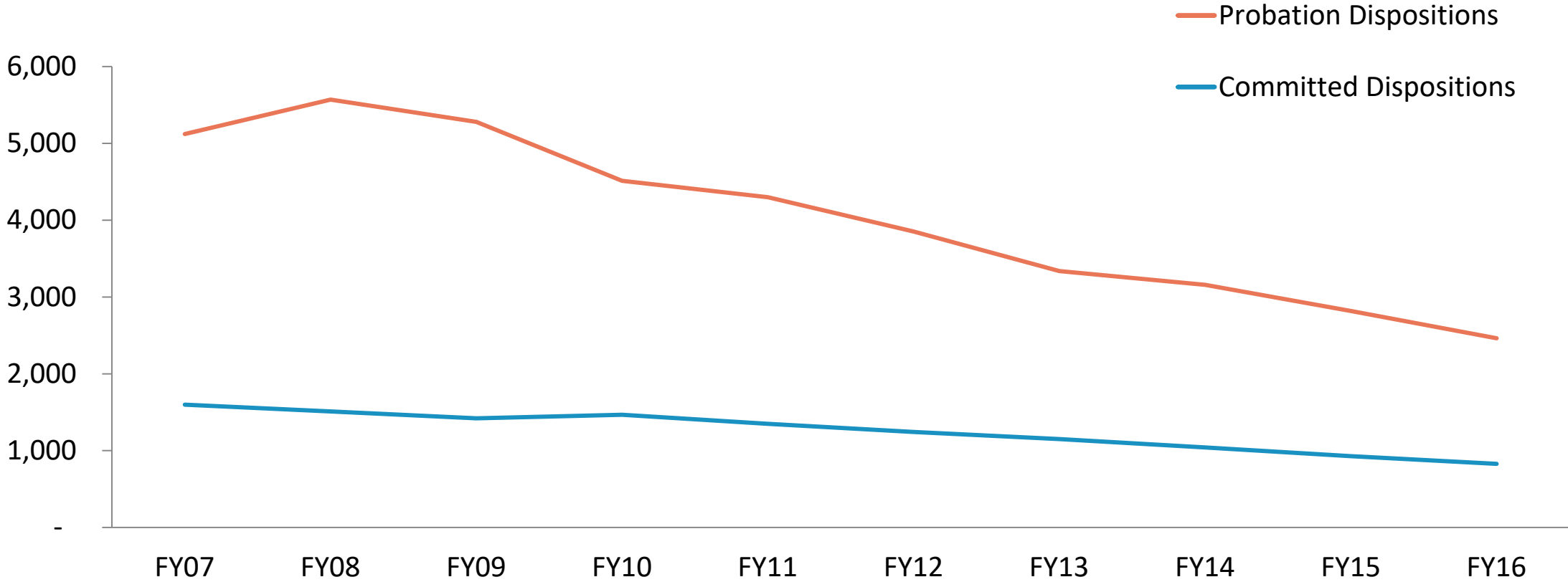
# MD DJS Data Trends

Complaints referred to DJS Intake declined 56.1% in ten years.



# Decline in Juvenile Probation and Commitment Orders

- Probation orders declined 51.9% in ten years.
- Commitments declined 48.2% in ten years.





# Challenges in Managing

## Youth Safety

- Homicide and NFS rates - State Stat

## Internal Audit Performance

- Policy requirements
  - » Youth contacts = engagement
- Workload – What is the right caseload size?
- Treatment planning
- Agency reform/performance
- Data integrity: Partnerships, judiciary, General Assembly

# Management Prior to SafeMeasures®



- White boards, “death by spreadsheets”
- Contacts
  - » Falsified, no standards
- Monthly statistics
  - » Lack of integrity, human error
- Data pulls (internal research unit)
  - » Time delays, no current data, limited scope, no analysis
- Supervisory case reviews
  - » Retrospective
  - » 90-day cycles (too long; train already off the tracks)

# MD DJS and NCCCD Partnership



## NCCCD Workload Study

- Staff complain of heavy workload.
- Difficult balance of time demands between counseling , paperwork, court, and travel.
- Workload study consisted of staff logging time spent on each job duty.
- Study completed in October 2012.
- Result ?
- **SafeMeasures** calculates each case manager's hours to assist management in ensuring a fair and balanced workload.

# MD DJS and NCCD Partnership



**November 2011** – NCCD presentation to regional directors and executive management

**August 2012** – SafeMeasures kick-off

**September 2012** – Contract start date

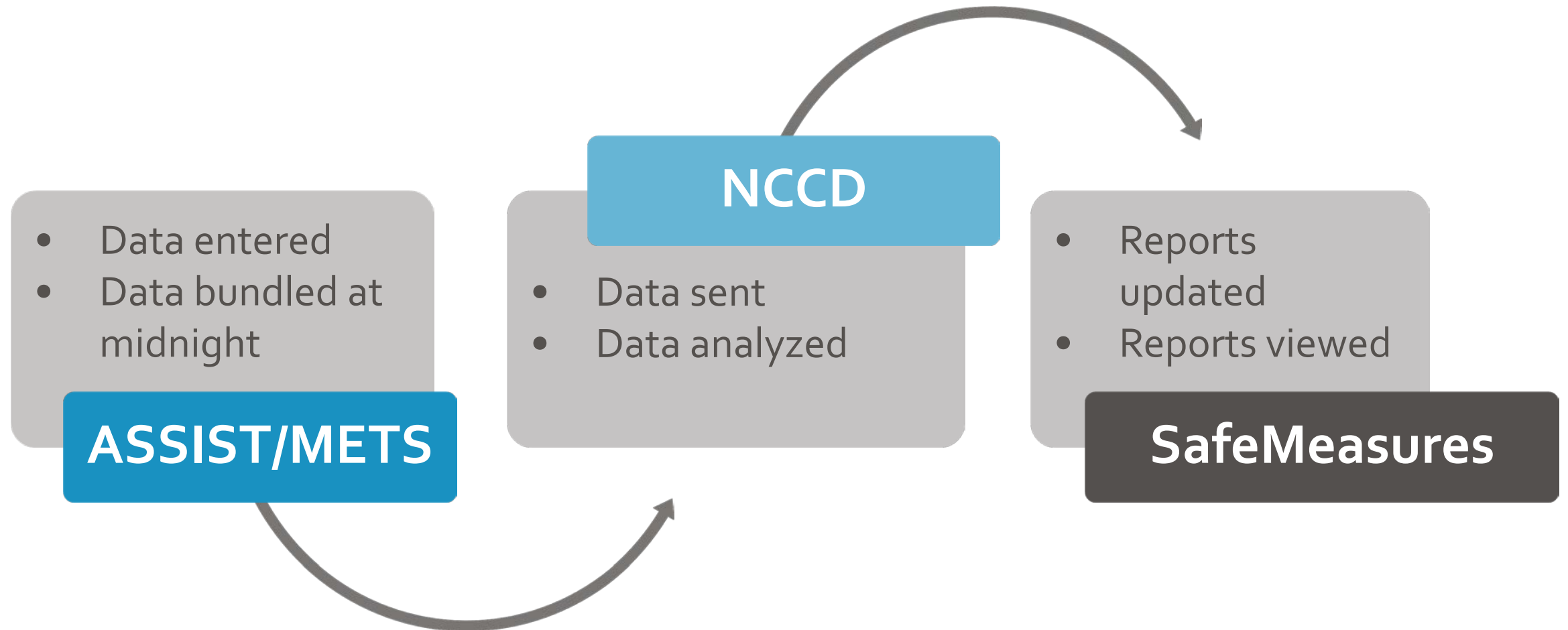
**September 2012 – January 2013** – Weekly meetings for IT needs and report development

**February 2013** – Pilot training

**March 2013** – Management, supervisor, and case management staff training

**April 1, 2013** – Completed statewide implementation of Community Justice staff

# SafeMeasures® 101



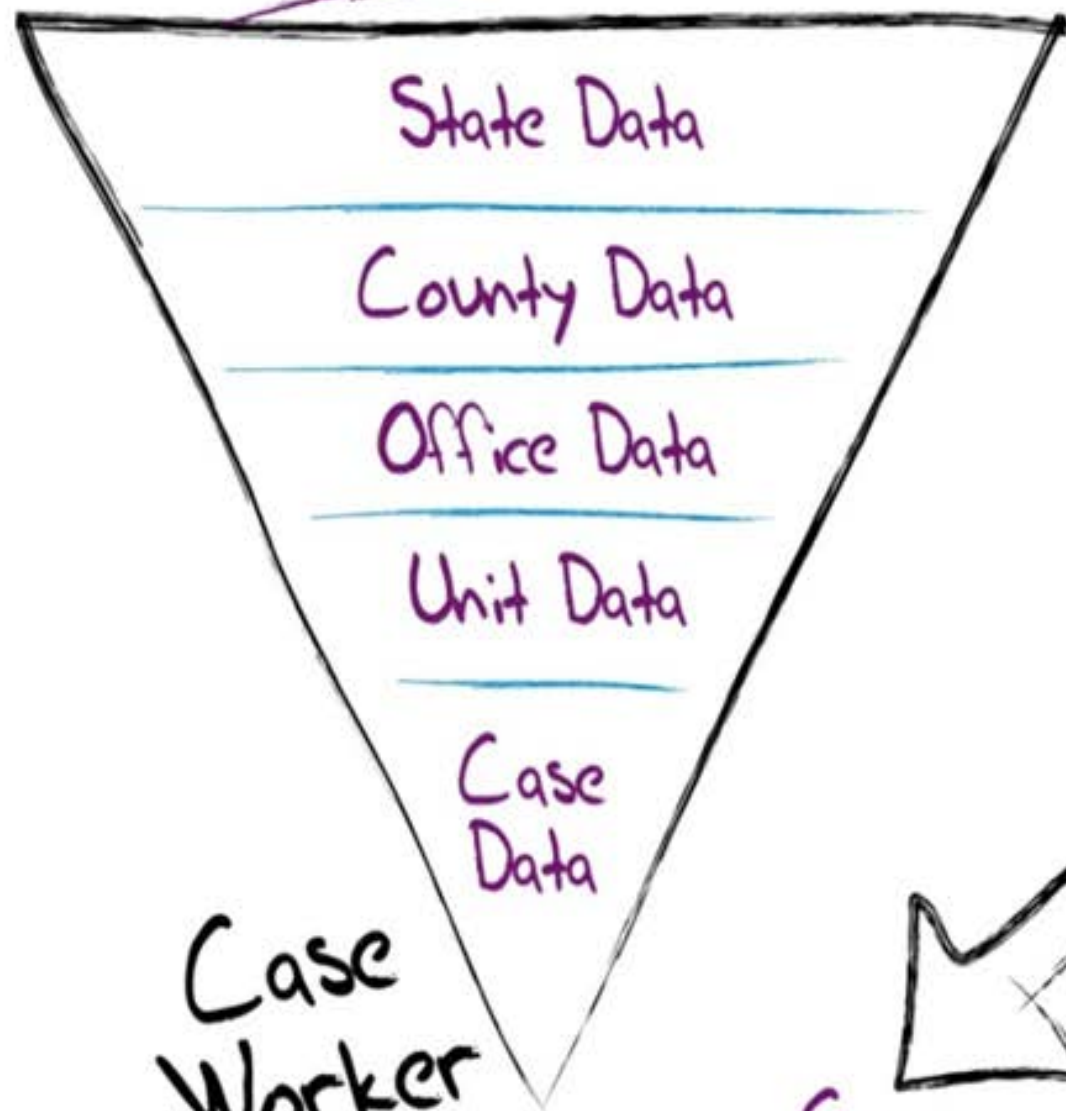
# SafeMeasures® 101

SafeMeasures gives you data to:

- Show work you've done
- Show work you need to do



# Big Picture



Case Worker

Agency

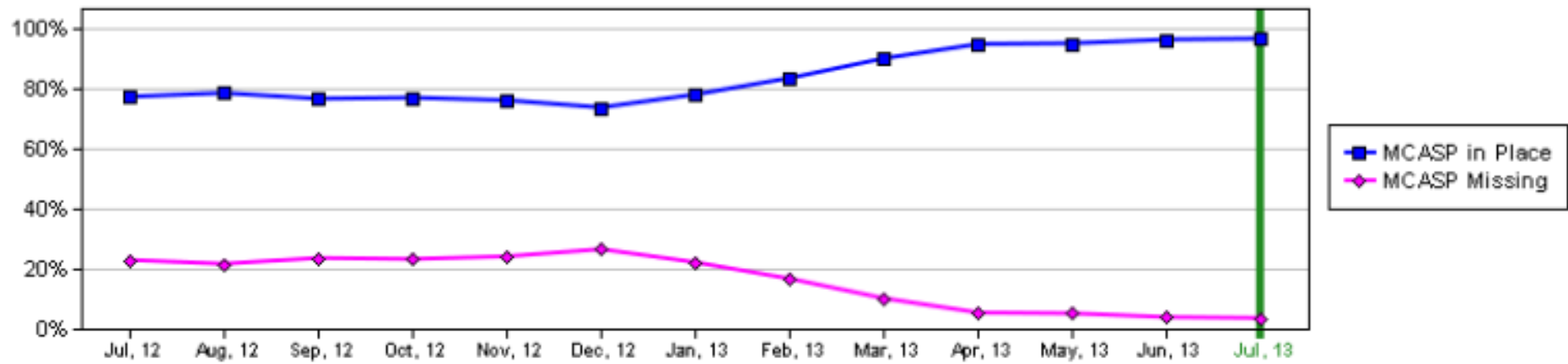
Case



# SafeMeasures® at Six Months

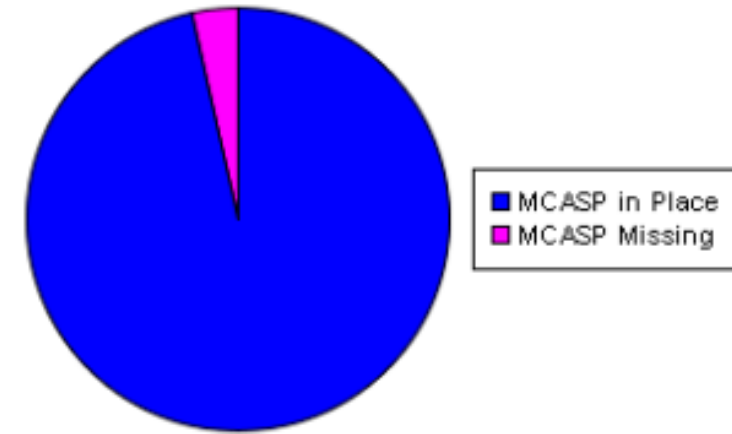


- Tremendous improvement from February 2013 to July 2013.
- Key items tracked, as determined by the core team:
  - » Supervisor Review
  - » MCASP Status
  - » Treatment Service Plan Status
  - » Client Photo Stored in System
- Results show that broad availability of SafeMeasures with near real-time reporting effectively achieves the desired outcomes.

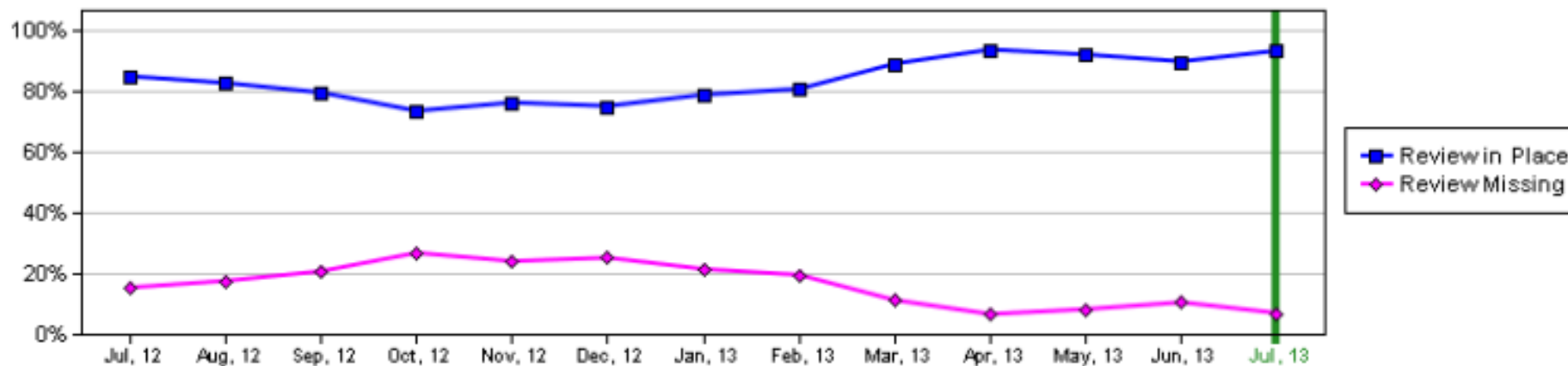


### MCASP Status

	Count	Percentage
MCASP in Place	5126	96.5%
MCASP Missing	187	3.5%
<b>Total</b>	<b>5313</b>	<b>100.0%</b>



MCASP Status: July 2012 – July 2013

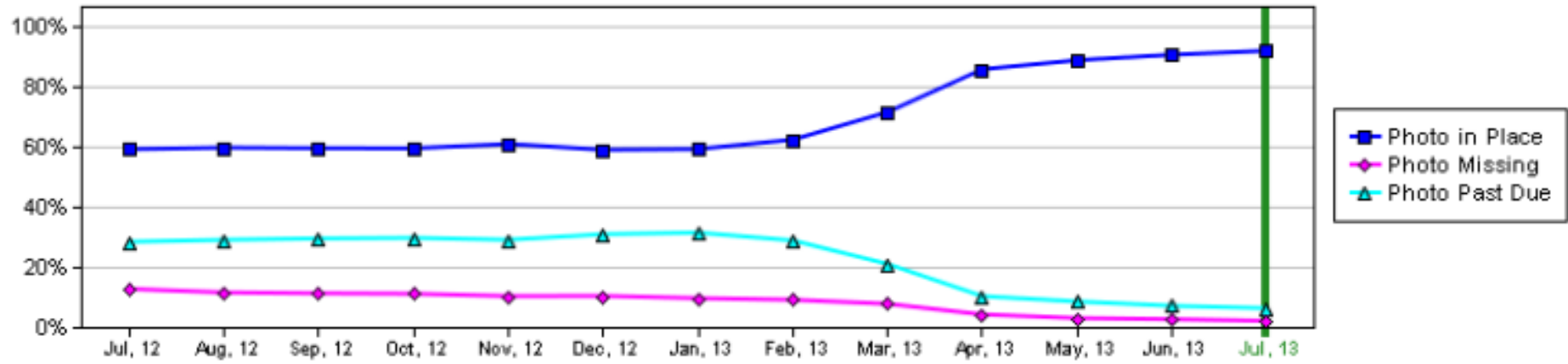


### Supervisory Review Status

	Count	Percentage
Review in Place	5938	93.2%
Review Missing	435	6.8%
<b>Total</b>	<b>6373</b>	<b>100.0%</b>

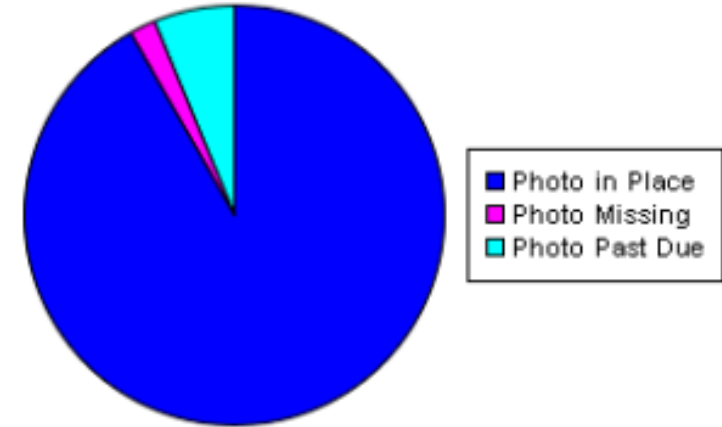


Supervisory Case Review Status: July 2012 – July 2013



Client Photo Status

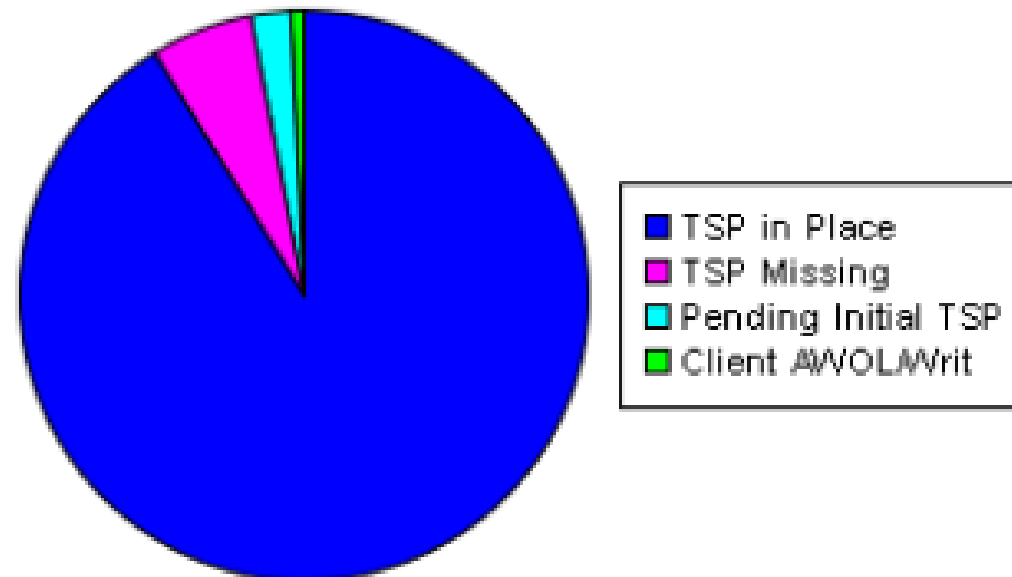
	Count	Percentage
Photo in Place	5054	91.8%
Photo Missing	111	2.0%
Photo Past Due	343	6.2%
<b>Total</b>	<b>5508</b>	<b>100.0%</b>



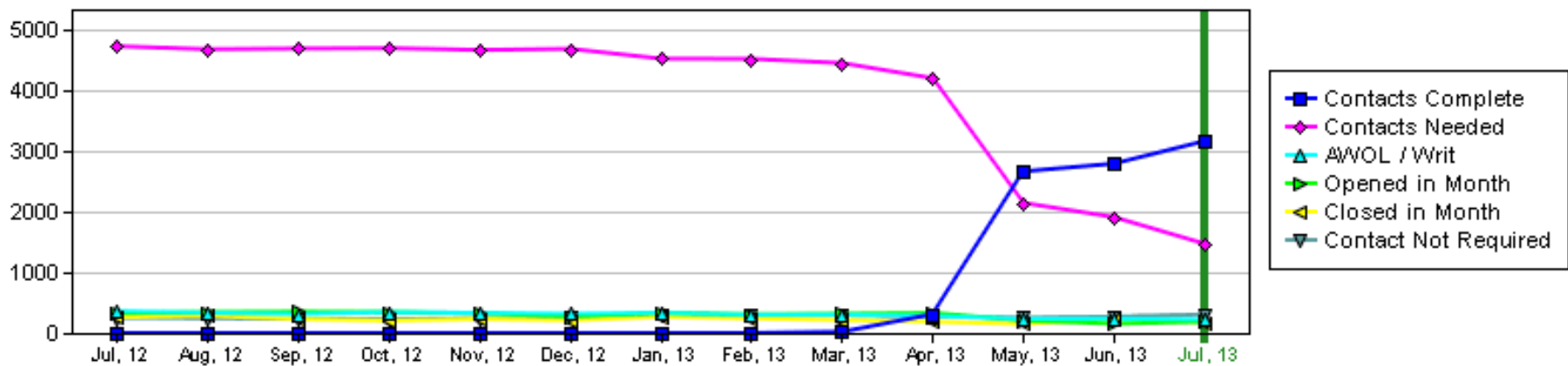
Client Photo Status:  
July 2012 – July 2013

### TSP Status

	Count	Percentage
TSP in Place	4602	91.2%
TSP Missing	293	5.8%
Pending Initial TSP	115	2.3%
Client AWOL/Writ	38	0.8%
<b>Total</b>	<b>5048</b>	<b>100.0%</b>

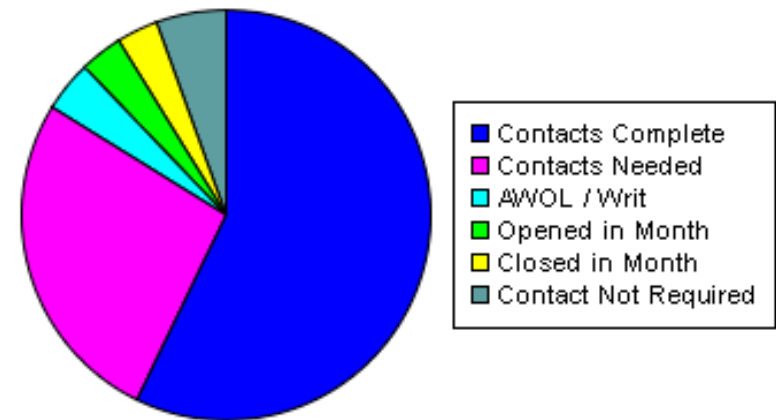


Treatment Service Plan Status:  
August 2013





















### Contact Status

	Count	Percentage
Contacts Complete	3161	57.2%
Contacts Needed	1472	26.6%
AWOL / Writ	222	4.0%
Opened in Month	186	3.4%
Closed in Month	181	3.3%
Contact Not Required	306	5.5%
<b>Total</b>	<b>5528</b>	<b>100.0%</b>



Client Contact Compliance:  
July 2012 – July 2013

# Secretary Abed's Key Performance Indicators

Key Performance Indicators			
Key Outcomes	Performance		Final Target
 Youth in Placement and Pending Supervision Level Contact Compliance <i>[Aug, 2016]</i>	85.8%		95%
 TSP Status <i>[Aug, 2016]</i>	99%		95%
 MCASP Risk & Needs Assessment Status <i>[Aug, 2016]</i>	99.3%		95%
 Supervisory Review Timeliness <i>[Aug, 2016]</i>	95.3%		95%
 Client Photo Status <i>[Aug, 2016]</i>	98.9%		95%
 High Supervision Level Contact Compliance <i>[09/24/2016]</i>	91.6%		95%
 Low Supervision Contact Compliance <i>[08/31/2016]</i>	92.2%		95%
 Moderate Supervision Contact Compliance <i>[08/31/2016]</i>	87.1%		95%
 Intensive Supervision Contact Compliance <i>[09/24/2016]</i>	83%		95%

# Supervisor Dashboard

My Unit's Upcoming Work

Worker: All

Client Name	Worker	PID	Folder	MCASP	TSP	Photo	AWOL	Sup Review
[Redacted]	[Redacted]	[Redacted]	Prob	✓	⊘	⚠		⚠
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Aftrcr	⚠	✓	✓		⚠
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	⚠		✓
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	IC-Rec	✓	✓	✓	⊘	✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓	⊘	⚠
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	⚠		⚠
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Admin	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	⚠	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	✓	⊘	✓
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	⚠		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		⚠
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	⚠		✓
[Redacted]	[Redacted]	[Redacted]	Aftrcr	✓	✓	✓		⚠
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		⚠
[Redacted]	[Redacted]	[Redacted]	IC-Rec	✓	✓	✓		⚠
[Redacted]	[Redacted]	[Redacted]	Prob	✓	✓	✓		✓

\*Data masked to ensure confidentiality

# Worker Dashboard

My Upcoming Work							
Client Name	Status	Risk Level	Next Birthday	Monthly Contact	Case Plan	Assessment	Sup Review
Alfarero, Jazlene	D	Low		⚠️	🚫	✅	🚫
Amen, Isaiah	D	High		⚠️	✅	⚠️	⚠️
Avellaneda, Tashonda	C	Moderate			⚠️	⚠️	✅
Beverly, Magnum	D	Moderate		⚠️	⚠️	🚫	⚠️
Blass, Nghia	A	Low	⚠️	⚠️	🚫	⚠️	⚠️
Blowers, Dylon	A	Very High	🎂	⚠️	🚫	🚫	⚠️
Boldt, Chantha	C	High		✅	⚠️	🚫	🚫
Conklin, Jaguar	C	Low		⚠️	⚠️	⚠️	⚠️
Duong, Dalilah	C	Moderate	🎂		✅	🚫	⚠️
Landy, Annelise	C	High			⚠️	⚠️	🚫
Larijani, Luvicia	B	Moderate			⚠️	🚫	✅
Mayor, Glenndale	B	Very High		✅	⚠️	✅	🚫
Sinsun, Candelaria	B	Moderate		✅	🚫	✅	✅
Slaman, Katarina	C	Very High		✅	✅	✅	🚫
Soltan, Brennan	D	Moderate		🚫	✅	⚠️	🚫
Spracklen, Dezerae	D	Low		✅	⚠️	🚫	✅
Tagulao, Tyiteyana	C	Moderate		🚫	⚠️	⚠️	🚫
Wiversoll, Sujheil	C	Low			🚫	⚠️	🚫

\*Data is from a training database; no real client information shown

# New Tools

- Calendar function
- Scorecard development
- Email and notifications
  - » Triggering events:
    - Victim notification
    - New complaint

The screenshot displays a web-based interface for a to-do list. At the top, there is a blue header with the text "My To-Do List" and a small icon. Below the header is a calendar for "September 2016". The calendar grid shows days from Sunday to Saturday. The 31st is highlighted in red. Below the calendar, it says "Past Due: 21". There are two links: "Today" and "Show Upcoming". The main content area lists tasks for each day:

- Today – 9/27/2016**  
Nothing Due
- Wednesday – 9/28/2016**  
**Birthday:** Blowers, Dylon
- Thursday – 9/29/2016**  
**Case Plan Due:** Tagulao, Tyiteyana
- Friday – 9/30/2016**  
**Contact Due:** Alfarero, Jazlene  
**Contact Due:** Amen, Isaiah  
**Contact Due:** Beverly, Magnum  
**Contact Due:** Blass, Nghia  
**Contact Due:** Blowers, Dylon  
**Contact Due:** Conklin, Jaguar  
**Case Plan Due:** Conklin, Jaguar

# SafeMeasures® Evolution

## 2013

- ✓ Six main reports
- ✓ Usage
- ✓ Incorporate workload
- ✓ Average audit score was **86%**

## 2016

- ✓ 61 reports
- ✓ 10 currently in draft form
- ✓ Six pending creation
- ✓ Worker usage reports
- ✓ Workload
- ✓ Accountability/incentive reports
- ✓ Employee performance and accountability
- ✓ Average audit score increased to **97.5%**





Questions?

*Thank you!*

For more info, visit [www.safemeasures.org](http://www.safemeasures.org) or contact  
Scott Beal ([Scott.Beal@Maryland.gov](mailto:Scott.Beal@Maryland.gov)),  
Cory Fink ([Cory.Fink@Maryland.gov](mailto:Cory.Fink@Maryland.gov)), or  
Matt Wade ([Mwade@nccdglobal.org](mailto:Mwade@nccdglobal.org))