

GEORGIA DEPARTMENT OF JUVENILE JUSTICE	Transmittal # 17-15	Policy # 21.1
Applicability: <input type="checkbox"/> All DJJ Staff <input checked="" type="checkbox"/> Administration (Continuous Improvement) <input type="checkbox"/> Community Services <input checked="" type="checkbox"/> Secure Facilities (RYDCs and YDCs)	Related Standards & References: DJJ 5.1, 8.5	
Chapter 21: QUALITY ASSURANCE	Effective Date: 12/20/17 Scheduled Review Date: 12/20/18 Replaces: 1/1/12 Office of Continuous Improvement	
Subject: PROGRAM EVALUATIONS		
Attachments: None	APPROVED:  <hr/> Avery D. Niles, Commissioner	

I. POLICY:

The Office of Continuous Improvement shall provide performance/outcome-based monitoring to accurately and efficiently determine and thoroughly document the level or quality of services being provided within the total context of the mission of the Department of Juvenile Justice. Department management and affected staff shall be informed of the levels of performance through a report of findings to ensure continuous improvement of facility performance.

II. DEFINITIONS:

Comprehensive Evaluation: A complete performance evaluation of the level or quality of services within the total context of the mission of the Department of Juvenile Justice using all applicable DJJ Standards of Excellence.

Critical Deficiencies: Substandard performance or outcome regarding mandatory, priority or essential standards that requires immediate corrective action.

DJJ Standards of Excellence: A set of comprehensive, performance/outcome-based standards for each DJJ facility utilizing DJJ policies and guidelines, applicable professional standards, licensing standards and regulations and identified “best practices.”

Red Flag Issues: Practices or actions that a reviewer believes to be illegal, unethical, a threat to the safety of youth and/or staff, or a threat to the security and order of the facility.

Technical Assistance: Providing recommendations for improving processes using the quality management principles of continuous improvement.

Unannounced Evaluation: A complete or partial performance evaluation of the level or quality of services within the total context of the mission of the Department using identified DJJ Standards of Excellence.

CHAPTER	Subject	Policy #	Page
QUALITY ASSURANCE	PROGRAM EVALUATIONS	21.1	2 of 4

III. PROCEDURES:

- A. Office of Continuous Improvement (OCI) staff will be provided complete and unfettered access to all Department facilities and their programs, records, staff and youth. Facility staff will cooperate fully without fear of reprisal or reprimand. The Deputy Commissioners will ensure that all staff within their chain of command are informed of their obligation to cooperate with all OCI activities and operations.
- B. The OCI Director in collaboration with other Department staff will develop and update the DJJ Standards of Excellence as needed, but at least annually.
- C. Secure facilities will be monitored on an established schedule to determine levels of performance and quality of services as well as compliance with applicable standards, policies, and regulations.
- D. A comprehensive evaluation may take the form of an announced or unannounced site visit, to include, but not be limited to, the identification of best practices, compliance, deficiencies, and critical issues.
 1. A comprehensive evaluation of each facility will be conducted at least every other year in order to:
 - a. Provide an assessment of the quality or level of services being provided;
 - b. Identify critical deficiencies requiring immediate corrective action;
 - c. Identify external factors that may adversely affect the quality of services/performance; and
 - d. Identify exemplary practices and innovative practices in facilities that may be considered for application in other facilities.
- E. Unannounced evaluations may be conducted at any time as determined by the OCI Director, Deputy Commissioners, Assistant Commissioners, or Commissioner.
- F. The facility Director will be responsible for:
 1. Actively participating in the evaluation process;
 2. Providing space, equipment and other support resources adequate for the completion of the evaluation process;
 3. Providing documents requested by the OCI staff without delay, including documentation that may be requested prior to the site visit; and

CHAPTER	Subject	Policy #	Page
QUALITY ASSURANCE	PROGRAM EVALUATIONS	21.1	3 of 4

4. Ensuring that designated facility staff members participate in evaluations.
- G. A multi-disciplinary team of OCI Operations Analysts will conduct each on-site evaluation. The teams will, at a minimum:
1. Conduct inspections of the physical plant, program space, safety and sanitation, etc.;
 2. Determine levels of performance and quality of services, using the DJJ Standards of Excellence and Department policies, procedures, and directives;
 3. Review documentation for both adequacy and the quality of services, including case, health and education records, unit logs, incident reports, disciplinary reports, room checks, program reviews, audit/investigation reports, etc.;
 4. Observe facility activities such as visitation, meetings, briefings, disciplinary hearings, sick call, classes, etc.;
 5. Review policies, procedures, practices and accountability systems;
 6. Conduct interviews with the Director, staff, youth, parents or caretakers, and other individuals having regular contact with the facility or its youth;
 7. Take steps to determine if youth are receiving needed/required services; and
 8. Review documentation of isolation in excess of 24 hours.
- H. Red flag issues and critical deficiencies will be reported immediately to the facility Director and the OCI Director. The OCI Director will report red flag issues and critical deficiencies to the Deputy Commissioner and/or Central Office Division Director before the end of the site visit. A Special Incident Report will be generated, where required, in accordance with DJJ 8.5, Special Incident Reporting.
- I. The OCI Director or designee will document the results of an on-site evaluation in a written report of findings within 10 business days following completion of the site visit. The OCI Director will provide access to the report of findings to the Commissioner, Assistant Commissioners, Deputy Commissioners, facility Directors, and other Department personnel as identified by the OCI Director.
- J. Each OCI Operations Analyst will maintain and destroy copies of his/her written notes and summaries in accordance with established state retention schedules. (See DJJ 5.1, Records Management.)

CHAPTER	Subject	Policy #	Page
QUALITY ASSURANCE	PROGRAM EVALUATIONS	21.1	4 of 4

- K. The facility Director will be responsible for continuous improvement that may be necessary as a result of the evaluation findings and will develop an improvement or corrective action plan. OCI may provide technical assistance with corrective action plans upon request.
- L. The OCI Director or designee may utilize standardized questionnaires to solicit feedback regarding services, including conditions of confinement, from youth.
- M. The OCI Director, in consultation with the Director of the Office of Technology and Information Services, will summarize the data obtained from the youth and will develop procedures and instruments to gather performance measurement data and other data relevant to the evaluation of quality and performance from all facilities. The OCI may provide technical assistance as requested by facility Directors, Regional Administrators, Assistant Deputy Commissioners, or Deputy Commissioners. The emphasis of technical assistance will be on assistance and education (not consequences), using the quality management principles of continuous improvement.
- N. A facility Director may appeal if he/she disagrees with the report of findings.
 - 1. The appeal must be submitted to the OCI Director within 20 calendar days of receipt of the report of findings from OCI.
 - 2. Corrective action will be delayed for items that are under appeal.
 - 3. When OCI reverses an on-site evaluation, the OCI Director will ensure the report of findings is amended accordingly and reissued within 15 business days of receipt of the appeal.
 - 4. When OCI does not reverse an on-site evaluation, the OCI Director will submit the appeal information and OCI's response to the appeal to the Commissioner and the Deputy Commissioner for the area of appeal within 15 business days of receipt of the appeal.
 - 5. The Commissioner or designee will issue a final decision regarding the appeal within 10 working days of receipt of all information.

IV. LOCAL OPERATING PROCEDURES REQUIRED: NO