

### PbS Levels Explained

**Level 1** - Focuses on data quality and process competencies to assure that the data used to make improvements and decisions is complete, accurate and meets PbS definitions.

Level 1 = where all facilities start

**Level 2** - Focuses on the critical outcome measures that PbS experts and practitioners have identified as most important indicators of safety and order within a facility; injuries, assaults, suicidal behaviors, isolation, screenings, restraints, and staff & youth fear for safety that gives an immediate picture of the facility's safety or violence.

Level 2 = facility has not addressed all critical outcome measures (COM)

**Level 3** - **Once the critical outcomes are addressed**, this level focuses on the programming outcomes; education pre- and post-test scores, treatment completion, links from screening to assessments to services, sharing of information with community services, volunteers, and access to counsel.

Level 3 = facility has addressed all COM, and moves to programming, etc.

**Level 4** - Designates that a **site has mastered** and integrated **PbS continuous improvement system** into daily operations and becomes a PbS mentor for other sites.

Level 4 = facility has mastered continuous improvement system

### PbS Critical Outcome Measures

**Health** - Percent of youths presented for admission who/whose...

- (01) had a complete intake screening completed by trained/qualified staff
- (02) had a health intake screening completed by trained/qualified staff in 1 hr or less
- (03) had a mental health intake screening completed by trained/qualified staff in 1 hr or less
- (04) had a suicide prevention screening completed by trained/qualified staff in 1 hr. or less
- (05) had an intake screening completed by trained/qualified staff in 1 hr. or less
- (06) intake screenings were completed by trained/qualified staff before they were assigned to housing units
- (07) health assessments were completed by trained/qualified staff 6 months prior to or within 7 days from admission
- (08) mental health assessments were completed by trained/qualified staff 6 months prior to or within 7 days from admission

**Order** -

- (03) Physical restraint use per 100 person-days of youth confinement
- (04) Mechanical restraint use per 100 person-days of youth confinement
- (07) Restrain chair or restraint bed use per 100 person-days of youth confinement
- (08) Isolation, room confinement, segregation/special management unit use per 100 person-days of youth confinement
- (09) Avg. duration of isolation, room confinement, and segregation/special management unit in hours
- (10) Percent of isolation, room confinement, and segregation/special management unit cases terminated in 4 hours or less
- (11) Percent of isolation, room confinement, and segregation/special management unit cases terminated in 8 hours or less
- (12) Avg. number of idle waking hours per day. Hours youth spend in their rooms or dormitories during an avg. 24 hour period not including 8 hours for sleeping.

**Safety** -

- (02) Injuries to youths per 100 person-days of youth confinement
- (03) Injuries to staff per 100 staff-days of employment
- (04) Injuries to youths by other youths per 100 person-days of youth confinement
- (05) Injuries to youths by staff per 100 person-days of youth confinement
- (06) Suicidal behavior with injury by youths per 100 person-days of youth confinement
- (07) Suicidal behavior without injury by youths per 100 person-days of youth confinement
- (09) Avg. daily ratio of direct care staff to youth during the collection month
- (10) Youths injured during the application of physical and/or mechanical restraints per 100 person-days of youth confinement
- (11) Assaults and fights on youth per 100 person-days of youth confinement
- (12) Assaults on staff per 100 person-days of youth confinement
- (13) Percent of interviewed youths who report that they feared for their safety within the last 6 months at this facility
- (14) Percent of staff who report that they feared for their safety within the last 6 months.

**Security** -

- (01) Completed escapes, walk-always and AWOLs per 100 person-days of youth confinement
- (03) Incidents involving contraband (weapons) per 100 person-days of youth confinement
- (04) Incidents involving contraband (drugs) per 100 person-days of youth confinement
- (05) Incidents involving contraband (other) per 100 person-days of youth confinement

### DJJ Facility PbS Levels

**Note:** Less than 74.5% indicates opportunities to improve.

← Director Barber
Director Murray →

FACILITIES	Avg. PbS Level	Apr-12	Oct-12	Apr-13	Oct-13	Apr-14	Oct-14	Apr-15	Oct-15
<b>Birchwood (BRRC) - Juvenile Correction</b>	<b>3</b>	Level - 3	Level - 4	Level - 3	Level - 2 (72.0%)	Level - 4	Level - 4	Level - 2 (64.7%)	Level - 2 (73.4%)
Facility Administrator:		Velvet McGowan (2/2009 - 8/2013)	Velvet McGowan	Velvet McGowan	Andy Broughton (started 9/2013)	Andy Broughton	Andy Broughton	Andy Broughton	Elwood Sessions
Youth reported safety fear in past 6 months	2/6 Red			Green	Red	Green	Green	Red	Green
Staff reported safety fear in past 6 months	5/6 Red			Green	Red	Red	Red	Red	Red
<b>John G. Richards (BRRC) - Juvenile Correction</b>	<b>2.25</b>	Level - 2	Level - 2	Level - 3	Level - 2 (67.7%)	Level - 2 (75.8%)	Level - 3	Level - 2 (73.5%)	Level - 2 (64.7%)
Facility Administrator:		Velvet McGowan (2/2009 - 8/2013)	Velvet McGowan	Velvet McGowan	Andy Broughton (started 9/2013)	Andy Broughton	Andy Broughton	Andy Broughton	Elwood Sessions
Youth reported safety fear in past 6 months	1/6 Red			Red	Green	Green	Green	Green	Green
Staff reported safety fear in past 6 months	5/6 Red			Green	Red	Red	Red	Red	Red
<b>Willow Lane (BRRC) - Juvenile Correction</b>	<b>2.5</b>	Level - 4	Level - 2	Level - 2 (64.5%)	Level - 4	Level - 2 (72.7%)	Level - 2 (73.5%)	Level - 2 (73.5%)	Level - 2 (76.5%)
Facility Administrator:		Velvet McGowan (2/2009 - 8/2013)	Velvet McGowan	Velvet McGowan	Andy Broughton (started 9/2013)	Andy Broughton	Andy Broughton	Andy Broughton	Elwood Sessions
Youth reported safety fear in past 6 months	4/6 Red			Green	Red	Red	Green	Red	Red
Staff reported safety fear in past 6 months	5/6 Red			Red	Red	Red	Green	Red	Red
<b>Coastal Evaluation Center (CEC) - Juvenile Assessment</b>	<b>2.375*</b>	Level - 2	Level - 3	Level - 2 (62.0%)	Level - 2 (65.5%)	Level - 2 (51.6%)	Level - 3	Level - 3	Level - 2 (59.4%)
Facility Administrator:		Loretta Bookard (2002 - 4/2014)	Loretta Bookard	Loretta Bookard	Loretta Bookard	Beverly Carter (started 4/2014)	Beverly Carter	Beverly Carter	Beverly Carter
<b>Midlands Evaluation Center (MEC) - Juvenile Assessment</b>	<b>3.25*</b>	Level - 4	Level - 4	Level - 4	Level - 4	Level - 4	Level - 2 (56.3%)	Level - 2 (59.4%)	Level - 2 (75.0%)
Facility Administrator:		Ronny Grate (2002 - 2/2015)	Ronny Grate	Ronny Grate	Ronny Grate	Ronny Grate	Ronny Grate	Bitsy Cooper-Charles (Interim: 2/2015-6/2015)	Sharonda Sutton (6/2015-1/2016)
<b>Upstate Evaluation Center (UEC) - Juvenile Assessment</b>	<b>3.25*</b>	Level - 4	Level - 4	Level - 4	Level - 4	Level - 2 (74.2%)	Level - 4	Level - 2 (81.3%)	Level - 2 (71.3%)
Facility Administrator:		Michael Hogan (1/2009 - Present)	Michael Hogan	Michael Hogan	Michael Hogan	Michael Hogan	Michael Hogan	Michael Hogan	Michael Hogan
<b>Juvenile Detention Center (JDC) - Juvenile Detention</b>	<b>3.25</b>	Level - 3	Level - 2	Level - 4	Level - 4	Level - 4	Level - 3	Level - 4	Level - 2 (71.9%)
Facility Administrator:		Sherri Hill (2/2010 - 2/2015)	Sherri Hill	Sherri Hill	Sherri Hill	Sherri Hill	Sherri Hill	Deborah Bennett-York (Interim: 2/2015-5/2015)	Crayman Harvey (started 6/2015)

\*Constituents state there are adjudicated juveniles at the Eval. Centers which are creating problems. Eval. Centers are only supposed to house non-adjudicated juveniles.

↑ At the end of each reporting period (i.e. April and October each year), the PbS reports highlight the areas in which DJJ needs to create and implement Improvement Plans. Regular DJJ Management Meetings provide an opportunity to create the improvement plans, and monitor the status of them. Each Facility Administrator at DJJ is responsible for their facility, including Improvement Plans created and implemented.

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Multi-Disciplinary PbS Site Team Meeting	Core Group Meeting	PbS Coach Site Visit
<b>How Often</b> Twice per month	<b>How Often</b> Once per quarter	<b>How Often</b> 1-2 times per year
<b>Who attends</b> Individuals from the site, and potentially the PbS State Director, including: (1) Facility Administrator (head of facility); (2) PbS Site Coordinator; and representative from (3) Education; (4) Security; (5) Clinicians; (6) Volunteer Services; (7) Medical; (8) Chaplaincy; (9) Activity Therapists; (10) Disciplinary Process/BARJ; (11) Maintenance; and (12) Classification.	<b>Who attends</b> (1) DJJ Director; (2) Facility Administrator from each DJJ facility; (3) PbS Site Coordinator from each DJJ site; (4) PbS State Director; (5) General Counsel; (6) Deputy Director of Rehabilitative Services; and (7) Director of Institutional Management.	<b>Who attends</b> PbS Coach meets with various groups during the site visit. This includes a one-on-one initial briefing with the Director and a follow-up debriefing; meetings with each PbS Site Team; a tour and meetings with dorm, school, medical, JRTC, etc.; visit to a DJJ county office and/or community residential placement; debriefing with Director's Executive Management Team.
<b>What occurs</b> Discussion of information/data from the monthly reports, status on facility improvement plans, recommendations for other facility improvement plans (after April and October reporting period), recognition for staff and youth, monthly activities, and incentives for youth. Facility Administrator has final say on what actions occur as a result of the meeting—including what facility improvement plans are pursued.	<b>What occurs</b> Discussion of site status at each facility on outcome measures and facility improvement plans, requests for additional resources needed, sharing of ideas and special projects (recognitions for staff, activities, incentives, etc.), and status of participation at multi-disciplinary PbS site team meetings.	<b>What occurs</b> Discussion of status at each facility on outcome measures and facility improvement plans, sharing of ideas between the facilities, review of data from last reporting period.

All DJJ Facilities at Level 2 in October

Now Deputy Director of Rehab Services = Over security at all DJJ facilities

### Dates of Events

**1990** - DJJ involved in federal lawsuit

**2002** - PbS starts at DJJ as pilot at Willow Lane (BRRC)

**2003** - Judge Bill Byars named DJJ Director

**2004** - All five DJJ facilities (seven sites in total) involved in pilot/training of PbS

**2004-05** - Director Byars, through partnership with SC Legislative Black Caucus, creates Teen After-School Centers (TASC)

**2009-10** - Budget cuts to agencies, including DJJ

**Sept. 2010** - Demolition of one of oldest dormitories at BRRC, Hickory Dormitory (one of the dorms on the John G. Richards Campus)

**2011** - Margaret Barber named DJJ Director

**2012-13** - Sylvia Murray named Deputy Director of Administration at DJJ

**Oct. 2012** - BARJ begins at BRRC

**Oct. 2013** - DJJ opens Job Readiness Training Center (JRTC)

**2015** - Sylvia Murray named DJJ Director

**June 2015** - DJJ receives PbS reports from April

**Aug. 2015** - BRRC Security Manager separates from agency; Juvenile destroys Poplar dorm at BRRC

**Sept. 2015**

- 18th: Gang-related fight/disturbance at Birchwood High in BRRC
- 19th: Multiple youth were involved in property destruction at the Magnolia dorm at BRRC and then ran from officers as they were being transported/relocated to the Crisis Management Unit.

**Fall 2015** - DJJ creates formal correction plan for BRRC

**Dec. 2015** - 3 fires intentionally set by youth at BRRC; youth temporarily moved to JDC and MEC

**Feb. 2016** - Youth start fires at Cyprus unit at BRRC; break into girls dorm; dispensary; police headquarters; one youth escapes

**March 2016**

- 1st: LOC sends letter to Governor
- 3rd: LOC sends letter to State Inspector General
- DJJ re-releases correction plan as "Improvement Plan" & DJJ Deputy over Security removed (partially for failure to implement Fall 2015 correction plan)
- DJJ Deputy Director of Legal and Policy Coordination separates from agency
- Freddy Pough, from SLED, begins serving as interim DJJ Inspector General and Chief of Police
- Darrell Scott, from DEW, begins serving as interim Chief of Staff

**April 2016**

- Former DJJ Deputy files lawsuit against DJJ, alleges, among other things, "[T]he Defendant Department of late has taken on a more noncompliant and less forthright tone, wherein "stone-walling" occurs, details are often omitted, and words are "parsed" by Defendant Department with both the media and, prior to Plaintiff (and his office) taking over responsibility for those responses, with various legislative and executive "oversight" entities."
- Lawsuit against DJJ re: broke state law in