

# Missouri DSS Division of Youth Services

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*Every young person served by DYS  
will become a productive citizen  
and lead a fulfilling life.*

# Mo. Juvenile Justice 101

- DYS part of State Department of Social Services, serving “deep-end” youth, who often have been served unsuccessfully by other systems.
- Youth are committed to DYS care and custody from 45 separate juvenile circuits
- DYS typically retains jurisdiction for juvenile offenders until discharged or until the youth reaches age 18, and some cases age 21.
- DYS administers Juvenile Court Diversion program for the purposes of strengthening local systems and reducing commitments

# Mo.DYS Statistical Overview

- **1,200 youth committed & 2,800 served yearly**
  - 86% Male; 14% Female
  - 85% between 14 - 16 years of age, 8% - 13 and younger
  - 37% minority youth (compared to 17.8% youth ages 10 – 17 in Missouri)
  - 66% from metro areas
- **Committing offenses:**
  - 53% felonies (66% with felony history)
  - 37% misdemeanors
  - 10% juvenile offenses
- **Educational Disability, Mental Health Conditions, Prior System Involvement**
  - 34% educational disability
  - 46% prior mental health; 38% with an active diagnosis
  - 54% involved in prior substance abuse involvement
  - 20% with prior placement in DSS CD alternative care

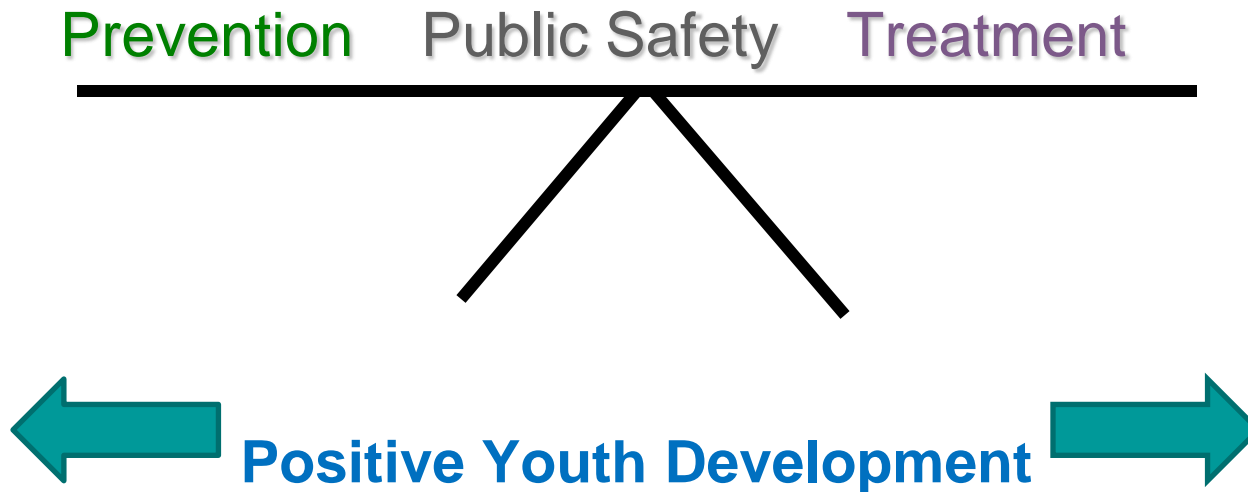
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# Missouri DYS Recognitions

- **Hosted visits from over 30 states** focused on humane therapeutic approaches, outcomes, and long-term cost effectiveness
- **Designated *Guiding Light of Reform*** by American Youth Policy Forum finding treatment and least restrictive care as far more successful than incarceration-oriented programs (2001)
- **Named model juvenile justice site** by the Annie E. Casey and Edna McConnell Clark Foundations and National Council on Crime and Delinquency (2003)
- **Annie E. Casey Innovations in American Government Award in Children and Family System Reform** from the Harvard Kennedy School of Government, Ash Institute (2008)

# Missouri's Juvenile Justice Framework

## FINDING A NEW BALANCE



# Missouri's Approach

- ❑ **Small programs, close to home**
  - *Regionalized approach, geographic distribution*
  - *Least restrictive continuum of care:*
    - ❑ *\$4 million invested in juvenile court diversion – 39 circuit courts*
    - ❑ *Community care with wraparound services*
    - ❑ *11 day treatment and family resource centers*
    - ❑ *7 group homes*
    - ❑ *18 moderate care programs*
    - ❑ *7 hardware secure programs*
  - *Allows for flexible use based on youth and family strengths/needs*
- ❑ **Humane environments** – safety building blocks creating physical and emotional safety
  - *Natural home-like environments; basic needs met*
  - *Structure/facilitation; eyes-on, ears-on, hearts-on supervision*

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# Missouri's Approach

- ❑ **“Group systems”** – *therapeutic intervention, youth development, and social-emotional competence through group “circles”, daily group meetings, and experiential group projects.*
- ❑ **Fully integrated treatment approach** – *trauma informed approach focused on emotional healing, self-awareness and cognitive-behavioral, youth development, family systems.*
- ❑ **Healthy marriage between treatment and education** – *creating a therapeutic one-room schoolhouse.*
- ❑ **Universal case management** – *continuity, youth and family advocacy – start to finish.*
- ❑ **Family and community engagement** – *outreach to homes, responsive visitation policies, family therapy and engagement, interface with community liaison councils.*

# Challenges Implementing and Sustaining Evidenced Based and Promising Practices

1. Integrating practices within dynamic and evolving organizational and community frameworks
2. Maintaining systemic leadership and results-based accountability – contrasting values and approaches
3. Creating transformative culture change
4. Building supportive constituencies, sustaining change, and aligning structures and resources over time



# Contrasting Leadership, Values, and Culture

<b>Systemic Leaders Results-Oriented Organizations</b>	<b>Evidenced Based Programs and Practices</b>
<b>Complex and dynamic environments</b>	<b>Targeted programs and practices</b>
<b>Holistic and comprehensive</b>	<b>Programmatic</b>
<b>Adaptation to circumstance and setting</b>	<b>Fidelity and avoiding program drift</b>
<b>Practitioner and consumer engagement</b>	<b>Academic and scientific; laboratory conditions</b>
<b>Values, experience, and strength based</b>	<b>Research based</b>
<b>System change</b>	<b>Program outcomes</b>
<b>Ownership</b>	<b>Expertise</b>
<b>Responsive and dynamic</b>	<b>Prescriptive and time-consuming</b>
<b>Integration across programs and systems</b>	<b>Purists - restrictive and separate</b>
<b>Opportunistic, resourceful, and developmental</b>	<b>Focused and controlled</b>
<b>Innovation</b>	<b>Conformity</b>

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# **Effective Systems Involve Through Attention to Culture and Practice**

**Changing our end destination often  
involves starting from a fundamentally  
different place.**

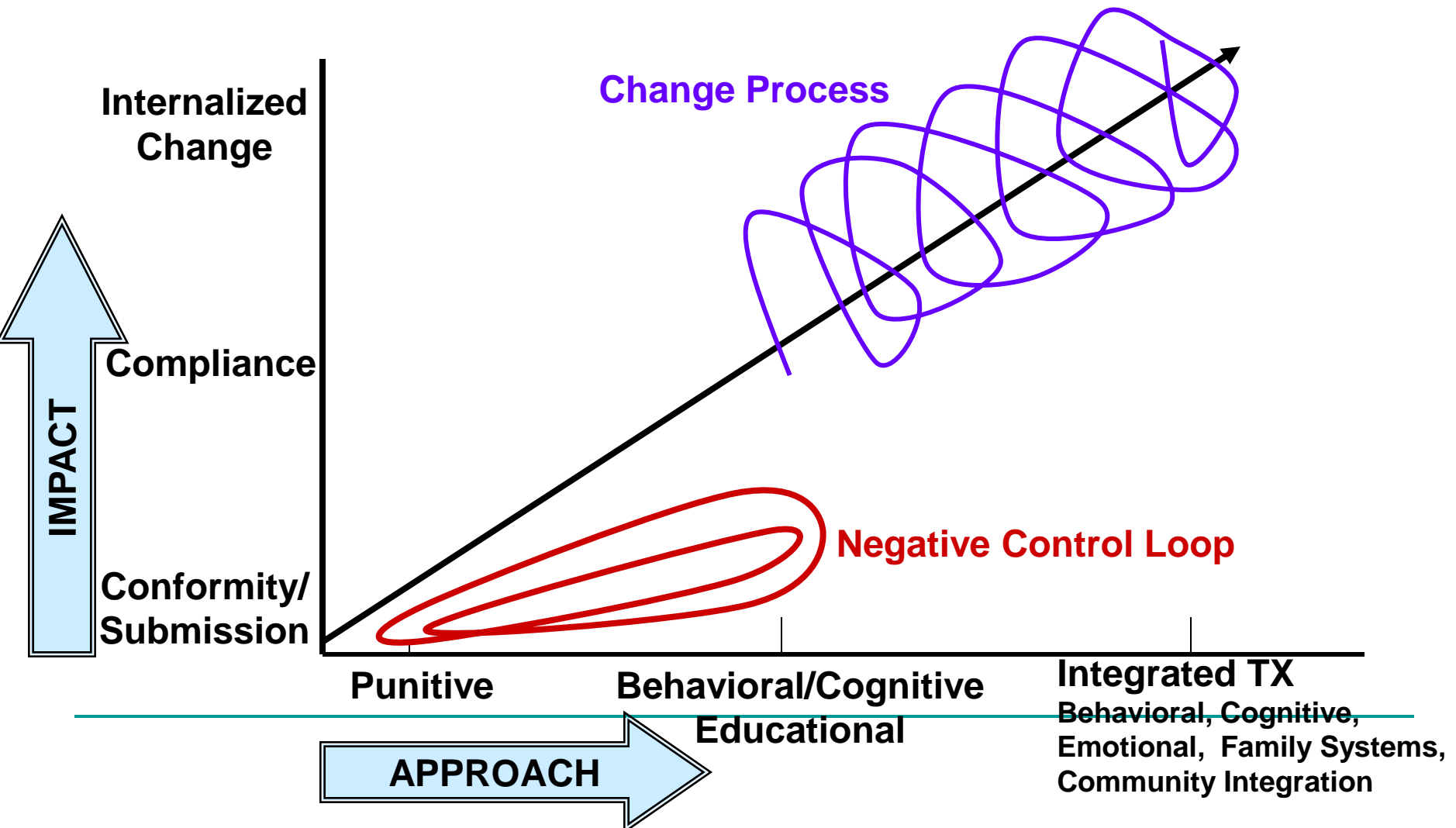
**Philosophy/Culture x Practice = Results**

# **Our Dynamic and Evolutionary Journey**

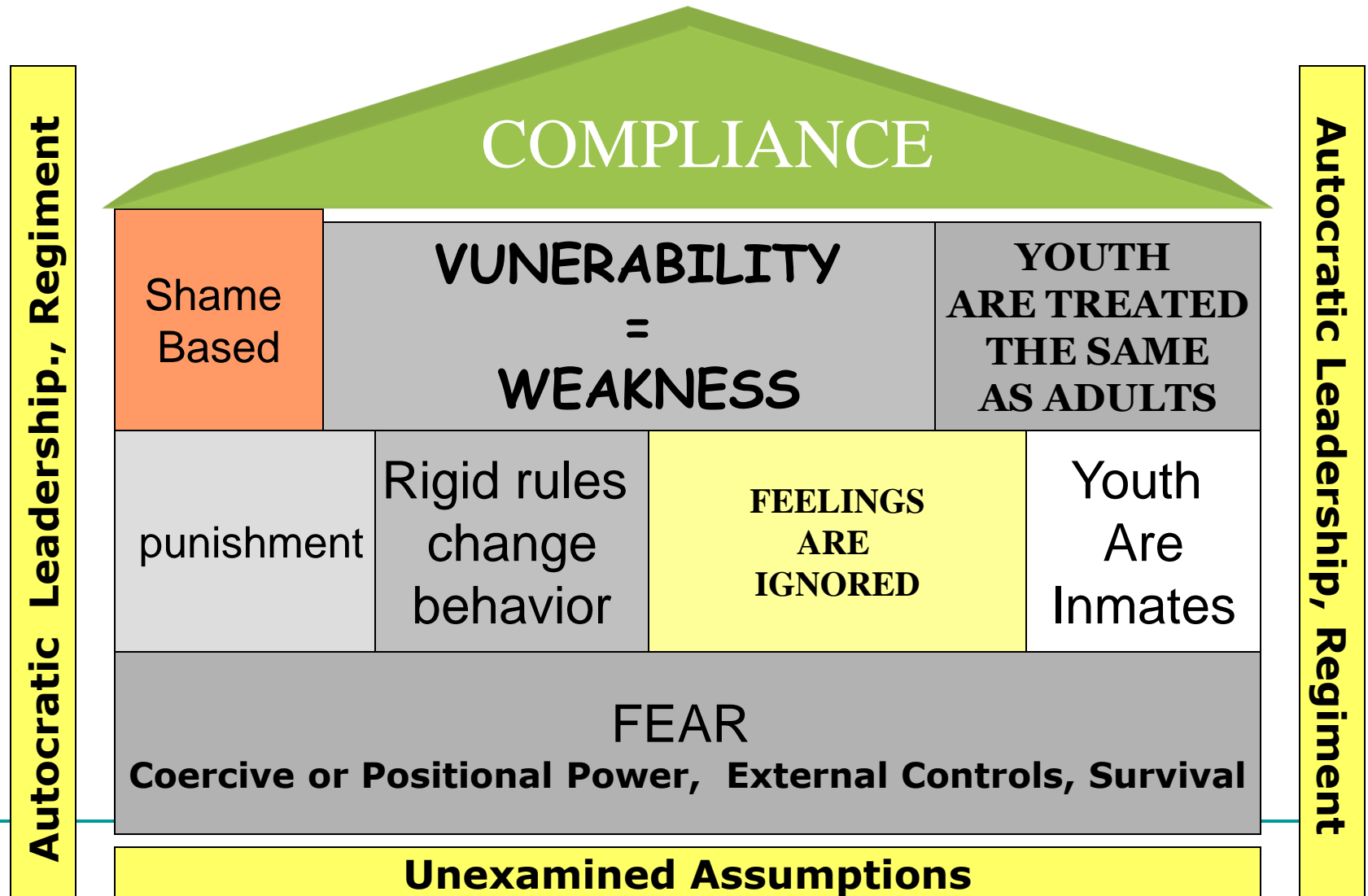
## **A Humane System and Better Results**

- Fundamentally changing our view of young people and families, moving beyond behavior and stereotypes (youth and families)
- Values/mission as our foundation - unrelenting compassion, determined to find what works (e.g. hard heads, soft hearts)
- Young people and families in the “center” of everything we do
- Quality, valued, and engaged frontline staff (non-custodial); with consistent team assignments, low ratios, team standards/accountability
- Adaptation - program fits youth (family); not youth fits program
- Systemic perspective, beyond programmatic/best practice model
- Comprehensive, integrated, and results-orientation

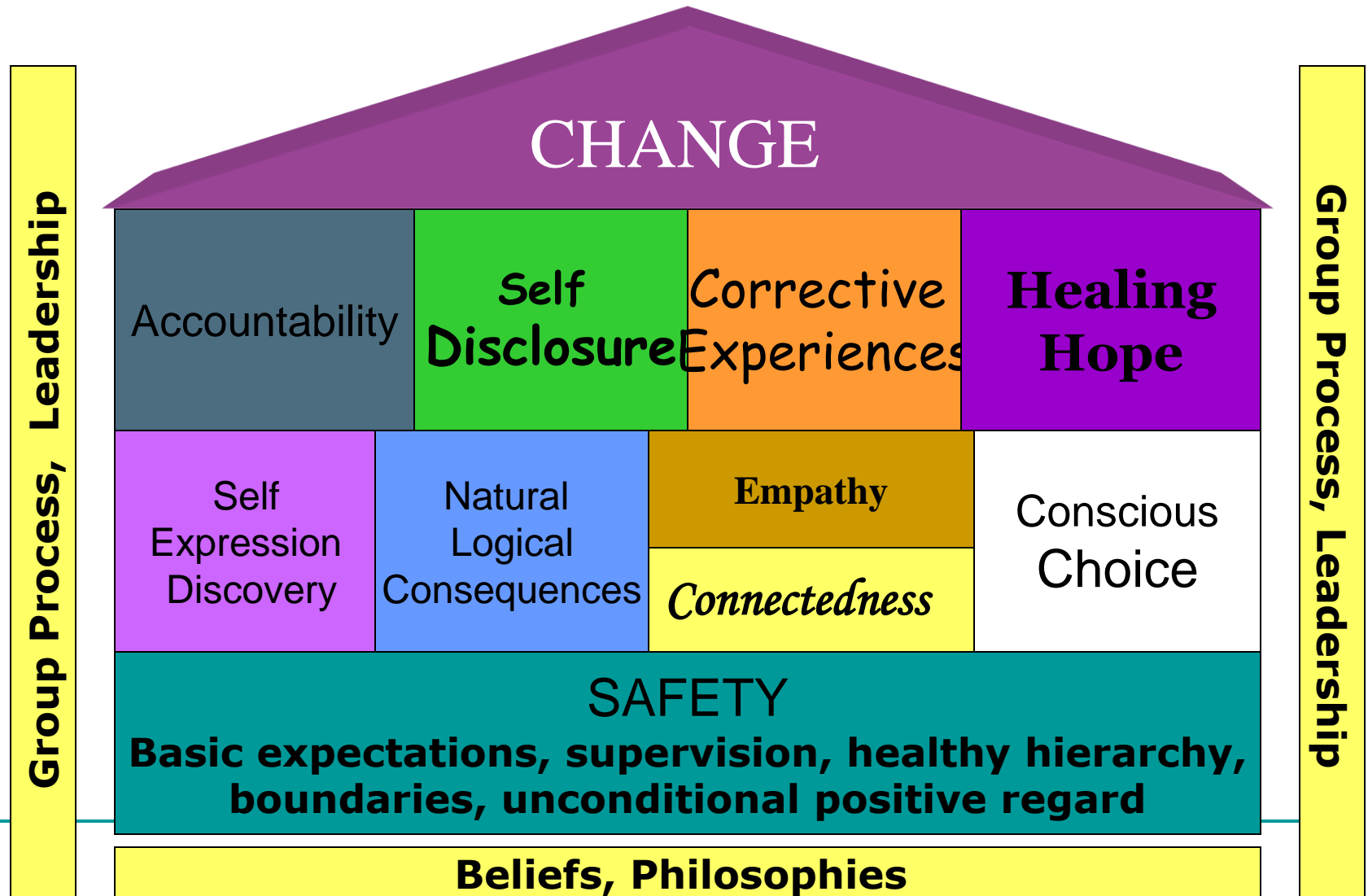
# ***System Integration - Completing the Puzzle***



# Impact of Traditional Correctional Culture on Practice



# Culture Change and It's Impact



# Lessons Learned - Leadership

- **Importance of promoting a new vision** for the system
- **Think and operate systemically, no “silver bullets”**
  - Understanding and use of system theory
  - Neutrality - avoid “symptom chasing”
  - Broad perspective – structural, human, symbolic, and political
- **Leadership and management** – adapting, aligning, orchestrating, and engaging (e.g. know names/stories)
- **It can get worse before it gets better**
- **Accountable/ Determined** – “do what it takes” philosophy; proud, hopeful, and dissatisfied

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# Lessons Learned – Culture Change

- **To change a system, you must change the culture**
- **Engaged leadership** is necessary to support and sustain culture change
- **Quality Staff and Team Approach** – get the “right people on the bus”, prepare and develop them constantly
- **Create a collective vision**, build on existing strengths
- **Accountability versus blame/scapegoats**
- **Adopt a developmental approach**, don’t implement changes all at once
- **Refine** roles, responsibilities, policies and procedures to fully integrate culture and practice within the organization



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# Lessons Learned – Culture Change

## Build a firm foundation and view everything through the lens of values and what works (practices)

- ❑ ***People desire to do well and succeed*** - even the most resistant youth hunger for approval and acceptance.
- ❑ ***We are more alike than different*** - everyone has fears, insecurities, and basic needs including safety, attention, and belonging.
- ❑ ***All behavior has a purpose*** - behavior is often a symptom of unmet needs.
- ❑ ***People do the best they can with the resources available to them*** – given limited behavioral and emotional options and resources and situations they have experienced, their behavior may seem logical.
- ❑ ***The family is vital in the treatment process*** - family expertise and participation is essential in the youth's treatment process, and can also help facilitate system change within family.

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# Lessons Learned in Building Constituencies, Sustaining Change

- **Results-based accountability** – populations and programs
- **Positive stories** – *“whatever you focus on grows”*
- **Align** leadership, culture, preparation, and practice
- **Adapt**, integrate, and build ownership
- **Create an “open system”** and a culture of continuous improvement
- **Build Public Will and Ownership**
  - Bi-partisan Advisory Boards
  - Community Liaison Councils
  - Parents/families as constituents and allies
  - Relationships, relationships, relationships

<http://www.missouriapproach.org>

Coming Soon!



# The Missouri Approach



The Division of Youth Services (DYS) is the state agency charged with the care and treatment of delinquent youth committed to its custody by one of the 45 Missouri juvenile courts. The mission of the Division of Youth Services is to enable youth to fulfill their needs in a responsible manner within the context of and with respect for the needs of the family and the community.



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