Monitoring and Quality Improvement Standards for

Outward Bound Programs
FY 2017-2018

Office of Program Accountability
Promoting continuous improvement and accountability in juvenile justice programs and services.

The Department acknowledges the Monitoring and Quality Improvement (MQI) Standards are built upon Department rules, policies, procedures and manuals. As we continue to improve and refine our competitive procurement process, there may be instances in which requirements negotiated between the Provider and the Department exceed the MQI Standards. In instances where contractual obligations surpass requirement(s) set forth in the published Standards, the contract requirement will prevail.
# MQI Standards for Juvenile Justice Outward Bound Programs

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* The Department has identified certain key critical indicators. These indicators represent critical areas requiring immediate attention if a program operates below Department standards. A program must therefore achieve at least a Satisfactory Compliance rating in each of these indicators. Failure to do so will result in a program alert alert form being completed and distributed to the appropriate program area.
1.1 Initial Background Screening

Background screening is conducted for all Department employees, contracted provider and grant recipient employees, volunteers, mentors, and interns with access to youth. The background screening process is completed prior to hiring an employee or utilizing the services of a volunteer, mentor, or intern. An Annual Affidavit of Compliance with Level 2 Screening Standards is completed annually.

— CRITICAL —

Guidelines: Background screening is mandatory for employees, volunteers, mentors, and interns with access to youth to ensure they meet established statutory requirements of good moral character. The Department is cognizant of its status as a criminal justice agency and its special responsibilities in dealing with the youth population, and has determined it is appropriate to establish stringent screening requirements for all DJJ personnel. Therefore, the Department utilizes Level 2 Screening Standards as required in 435.05, F.S.

Guest speakers, guest performers, ministers, or other visiting personnel who interact with youth on an occasional basis; less than 10 hours a month, do not need to be background screened if they are under the constant and direct supervision of background screened staff.

Current employees of the Department or a provider are not required to submit a new background screening request when they are promoted, demoted, or transferred into another position within their organization, as long as there is no break in service.

A new background screening is required when a Department employee is hired by a provider or when a provider employee is hired by the Department or another contracted provider company.

Moving from DJJ or a contracted provider, from a contracted provider to DJJ, or from one contracted provider company to another is considered a new hire.

Neither the Department nor contracted providers shall hire any applicant until:
a. An eligible background screening rating has been received
b. An application with ineligible rating has received an
   approved exemption from disqualification from the
   Department.

**Note:** Applicants may be hired for training and orientation
purposes prior to screening.

Teachers who are paid by the school board or who are paid
through funding provided by the school board or Department
of Education to provide instruction to youth in programs are
not required to undergo background screening by the
Department.

Review files of all staff hired and volunteers who serve more
than 10 hours a month, starting since the last annual compliance
review to determine a clearance was received prior to the
employee being hired and volunteers starting. This includes all
contracted staff (medical, mental health, and any education staff
hired by the program).

An exemption was granted by the DJJ Inspector General
prior to hiring any staff currently working in the program
who were rated ineligible for employment by DJJ Inspector
General to continue employment.

Review documentation to determine whether the Affidavit of
Compliance with Level 2 Screening Standards was
submitted to the Background Screening Unit prior to January
31 of the current calendar year.

**Reference:**
- FDJJ-1800, Background Screening Policy and Procedures
1.2 Five-Year Rescreening

**Background screening is conducted for all Department employees, contracted provider and grant recipient employees, volunteers, mentors, and interns with access to youth. Employees and volunteers are rescreened every five years from the initial date of employment.**

**Guidelines:** A rescreening is completed every five years, calculated from the agency hire date. Five-year rescreens shall not be completed more than twelve months prior to the employee’s five-year anniversary date.

When a rescreening is submitted to the Background Screening Unit (BSU) at least ten business days prior to the five-year anniversary date, but it is not completed by the BSU on or before the anniversary date, the screening shall meet annual compliance review standards.

When a rescreening is not submitted to the BSU at least ten business days prior to the five-year anniversary date and the BSU does not complete the rescreening prior to the anniversary date, the screening shall not meet annual compliance review standards.

Review the employee and volunteer roster to determine which staff and volunteers required a five-year rescreening since the last annual compliance review. All eligible staff and volunteers should be reviewed.

**Reference:**

- FDJJ-1800, Background Screening Policy and Procedures
- Outward Bound Policy 1.102, Background Screening
1.3 Initial Training

Contracted non-residential Outward Bound staff are trained in accordance with the Outward Bound policy.

Contracted non-residential staff who have not completed essential skills training and untrained interns do not have any direct, unsupervised contact with youth.

Guidelines: The following essential skills must be completed prior to direct unsupervised contact with youth:

- Nonviolent Physical Crises Intervention by the Crises Prevention Institute (CPI)
- CPR/First Aid Certified
- Wilderness First Responder Certification (One per course expedition based on ratios and only for wilderness positions.)
- Suicide Prevention Training
- Emergency Disaster Preparedness Plan
- Emergency Response Plan
- PREA
- Information Security Awareness
- Child Abuse/Incident Reporting
- Grievance Procedures
- COOP
- Trauma Informed Care
- JJIS (as needed)
- Equal Employment Opportunity (EEO)
- Sexual Harassment
- Human Trafficking 101 for Direct Care Staff
It is the expectation of the Department all training, both pre-service and instructor-led, is documented in the Department’s Learning Management System (SkillPro) or training files.

- CPR/First Aid - *direct-contact, and subcontractors’ *direct-contact positions (based on Certification)
- PREA – Positions listed in the contract, *direct-contact, non-direct-contact and subcontractors (2-year basis)
- Sexual Harassment – Positions listed in the contract, *direct-contact, non-direct-contact and subcontractors (2-year basis)
- Human Trafficking 101 for Direct Care Staff *direct-contact, non-direct-contact and subcontractors (Annual basis)
- Trauma Informed Care – Positions listed in the contract and subcontractors’ *direct-care positions (Initial)
- Information Security Awareness – Positions listed in the contract, *direct-contact, non-direct-contact and subcontractors who handled/input youth information (Initial)
- Child Abuse/Incident Reporting – Positions listed in the contract, *direct-contact, non-direct-contact and subcontractors (Initial)
- Suicide Prevention – Positions listed in the contract, and subcontractors’ *direct-contact positions (Initial)
- EEO - Positions listed in the contract, *direct-contact, non-direct contact and subcontractors (Initial)

Review training files for the completion of web-based and/or instructor-led training. Ensure all staff received required certifications in the required topics.

**Reference:**

- Outward Bound Policy 8.000 Training and Development
- Outward Bound Contract #10099

Yes ☐ No ☐ N/A ☐
1.4 Annual Training

Contracted non-residential Outward Bound direct contact staff must complete forty hours of annual in-service training, beginning the calendar year after the staff has completed initial training.

Guidelines: The following are mandatory training topics to be completed each year by contracted non-residential staff (unless specific certification is good for more than one year, in which case, training is only necessary as required by certification):

- Nonviolent Physical Crisis Intervention by CPI
- CPR/First Aid/AED
- PREA (every 2 years)
- Sexual Harassment (every 2 years)

Additional training topics must be completed in accordance with the Outward Bound policy.

It is the expectation of the Department all training, both in-service and instructor-led, is documented in the Department’s Learning Management System (SkillPro) or training files.

Annual training begins the calendar year after a staff completes his/her pre-service training.

Programs shall develop an annual training calendar which must be updated as changes occur.

Review training files and/or the Department’s Learning Management System (SkillPro) for contracted Outward Bound non-residential staff in subsequent years of employment to ensure training was completed as required. This sample must include supervisory staff.

This indicator shall be rated based on a review of training completed during the last full calendar year prior to the annual compliance review.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy 8.000 Training and Development
1.5 Episodic/Emergency Services

The program shall have a comprehensive process for the provision of Episodic Care, First Aid, and Emergency Care. The program shall be capable of facilitating an appropriate response to an emergency situation.

Guidelines: There shall be a written policy in place clearly articulating how the program would facilitate response to an urgent or emergency medical situation.

All emergency equipment, such as first aid kits, knife-for-life, and wire cutters, shall be located in designated areas. They are monitored monthly and replenished as needed. Emergency drills shall be held at least annually, on a number of emergency situations. Cardiopulmonary Resuscitation (CPR) demonstration shall be conducted once per quarter.

Procedures for off-site emergency care shall be in place and demonstrated. This shall include documentation of the emergency episode, notification of the youths’ parent/guardian, and follow-up upon the youths’ return to the program. All instances of first aid and emergency care are documented in the Student Medical Chronological Notes.

All death or serious adverse medical events undergo root-cause analysis at the program level (in addition to other levels). There is a process for informing all staff on a routine basis of potential emergency situations that may arise.

Review First Aid kits in areas frequented by youth and in the expedition packs. Review kits for expired and approved contents.

Confirm staff training requirements.

Review staff interviews to determine how staff call 911 when a youth is identified with a medical or mental health emergency.
The reviewer(s)/regional monitor(s) shall review medical chronological notes, incident reports, first aid kit perpetual inventory, and the course log to determine if there were instances of episodic care, first aid, or emergency care, and to document care provided to applicable youth.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy 5.004
- Outward Bound Local Operating Policies and Procedures Chapter 2

Yes ☐  No ☐  N/A ☐
1.6 Medication Management – Medication Storage

All medications (prescriptions, over-the-counter, topical, etc.) shall be stored in separate, secure (locked) and are inaccessible to youth and ensures proper inventory control.

Guidelines: There shall be a written policy and procedure in place clearly articulating the program’s procedure for receipt, secure storage, and delivery of medications by non-healthcare staff as well as disposition of medications at the time the youth is discharged from the program.

The storage containers must be clean and free from moisture and extreme temperatures. Liquids must be stored separately from oral medications. Topical medications must be stored separately from oral medications. Medications requiring refrigeration are prohibited in the wilderness programs.

Syringes and sharps are prohibited in Outward Bound Wilderness programs with the exclusion of the emergency Epi-Pen auto injector, which must be stored in a manner in accordance with manufacturers recommendations for temperature (between 58 & 86 degrees F) and perpetually inventoried. The program must have a policy in place outlining the process of this during excursions. All controlled substances shall be stored in containers with two different locks remaining in the custody and control of instructional staff at all times. All medications are stored with perpetual inventories and verified weekly.

Observe secured container designated to store medications. Review contents to ensure items are stored appropriately. Select three items to review for expiration date.

Review medication inventories for the past six months.

On the first day youth return from expedition review medication inventory for three youths’ medications and three over-the-counter (OTC) medications. Verify count matches ending inventory numbers.

Reference:
- Outward Bound Contract #10099
- Outward Bound Policy 5.003
  Medication Distribution and Storage
1.7 Medication Management – Delivery of Medications

The program shall have a process in place to assist youth with self-administration of oral medications.

Guidelines: Non-health care staff shall be trained to assist youth with the self-administration of medication by a registered nurse, knowledgeable in the DJJ medication delivery process.

There shall be a written policy in place clearly articulating staff training and the procedure for medication delivery.

Only staff who have completed training on medication delivery shall be assigned the task of Assisting with Youth Self-Administration of Medications.

The staff shall maintain control of medication containers.

There shall be a structured process for youth to approach the non-healthcare staff person individually prior to providing medications.

The non-healthcare staff shall confirm the allergy status of the youth and any current or perceived side effects or adverse reactions to the medication.

A Medication Distribution Log shall be utilized for documentation of medication delivery and must have the following components: youth name, DOB, allergies, precautions/side effect and side effect monitoring, medication name, dose and directions for delivery, a place for the youth and staff signature and/or initials, as well as perpetual inventory documentation.

The Medication Distribution Log shall be reviewed weekly by assigned supervisory staff for accuracy and documentation.

Both the youth and the staff member shall initial that the dosage was given, at the time the medication is provided.
Review youth IHCR (progress notes) for consent (written or verbal) by the parent(s)/legal guardian(s) for all medications provided to youth while at the program for both over the counter and prescription medications.

Reference:

- Contract Language-10099-Medication Management
- Operating Procedures Medication Management

Yes ☐  No ☐  N/A ☐
1.8 Cleanliness and Sanitation

The program provides a safe and appropriate treatment environment in a wilderness setting including maintenance and sanitation of the campsites.

Guidelines: Safety and welfare standards of facilities and wilderness campsites shall incorporate:

All indoor areas and attached buildings (facilities only) shall be clean, neat, and well maintained. No graffiti shall be allowed to remain on walls, doors, or windows (facilities only).

Staff will inspect each campsite upon arrival for safety and sanitation hazards and make accommodations as needed to ensure student safety. This inspection shall be documented in the course log. All equipment shall be kept in good working order. A repair kit will be carried in the field to repair vital equipment immediately. The equipment should be resupplied if it is unable to be repaired, depending on the type of equipment. Inspections shall be documented in writing.

During evening and nighttime hours, adequate light to ensure safety will be provided to students via flashlights, lanterns, or headlamps.

Review the course logs to determine campsite areas were inspected upon arrival of the expedition.

Review course logs for inspections of equipment.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy 3.000 Safety and Maintenance Inspections
1.9 Administration

The Outward Bound program provides a safe and appropriate treatment environment including administrative and operational oversight.

Guidelines: The facility director is responsible for maintaining information on the facility and reporting to the Department.

Monthly reports shall be submitted to the Department detailing incidents and population data. Youth listed on the facility roster shall match the census report in the Juvenile Justice Information System (JJIS), Prevention Web.

Statistical information shall be maintained, including monthly data on admissions, releases, abuse reports, medical and mental health emergencies, incidents, personnel actions, volunteer hours, and average length of stay.

Monthly reports include:

- Monthly Activity Report
- Student Course Information Report
- Certified Minority Business Enterprise (CMBE) Utilization Form
- Staff Vacancy Report
- Student Attestation Form
- Prevention Assessment Tool (PAT)
- Parent Workshop Sign in sheets
- Date of Data Entry Report

A daily course log shall be maintained for course expedition staff to record significant activities, events, and incidents. Special attention shall be given to entries impacting the safety and security of the youth and staff.

All Course log entries shall be brief, and legibly written in ink. Recording errors should be struck through with a single line, and the correction initialed by staff.
Standard 1. Management Accountability

Each course log entry should provide sufficient information to include:

- Date and time of incident
- Name of the youth and staff involved
- Brief statement of pertinent information
- Name of the person making the entry with the date, time of entry, and signature

**Note: Course Logs entry may include “See Incident Report” for the above information listed.**

Review a sample of logs to and supporting documentation to determine all required information has been included.

Review monthly reports for six months to ensure all required information has been included, and have been submitted to the Department as required.

Review logs to ensure entries impacting the safety and security of the program are highlighted.

Review the date of admission and the date of termination documented in the case file and correlate with the Department’s JJIS.

**Reference:**

- Outward Bound Contract #10099
1.10 Incident Reporting (CCC)

Whenever a reportable incident occurs, the program notifies the Department’s Central Communications Center (CCC) within two hours of the incident, or within two hours of becoming aware of the incident.

— CRITICAL —

Guidelines:
This indicator shall be rated “Non-Applicable” if the program has not had any reportable incidents during the scope of the annual compliance review. If there are no CCC reports for the past six months, the reviewer(s)/regional monitor(s) may sample reports since the date of the last annual compliance review, but no more than twelve months.

Incidents discovered and reported by the regional monitors review during the annual compliance review shall be considered “Non-Applicable,” unless documentation exists that the program was aware of the incident, but failed to report it.

The purpose of the Central Communications Center is to provide a service to DJJ, the providers, and programs in maintaining a safe environment for the treatment, care, and provision of services to youth. The CCC activities are conducted twenty-four hours a day, seven days a week. The telephone number for the CCC is 1-800-355-2280.

Violations of criteria outlined in the Department’s central communications center policy will be reported to the CCC for dissemination to the related program area and contracted providers.

The reporting of incidents shall be consistent with the Department’s requirements. The reviewer(s)/regional monitor(s) shall be familiar with the Department’s incident reporting requirements and list of reportable incidents.

Review CCC reports for the past six months to determine compliance with CCC reporting procedures.
Review internal incidents and grievances to determine whether additional incidents should have been reported to CCC.

Reference:

- F.A.C. 63F-11, Central Communications Center
1.11 Abuse-Free Environment

Any person who knows, or has reasonable cause to suspect, a child is abused, abandoned, or neglected by a parent, legal custodian, caregiver, or other person responsible for the child's welfare, as defined by Florida Statute, or a child is in need of supervision and care and has no parent, legal custodian, or responsible adult relative immediately known and available to provide supervision and care, reports such knowledge or suspicion to the Florida Abuse Hotline.

--- CRITICAL ---

Guidelines: The Outward Bound program shall provide an environment in which youth, staff, and others feel safe, secure, and not threatened by any form of abuse or harassment. To promote an abuse free environment, the program will:

- Adhere to a code of conduct forbidding staff from using physical abuse, profanity, threats, or intimidation.
- Ensure all allegations of child abuse or suspected child abuse are immediately reported to the Florida Abuse Registry Hotline or their FSFN system.
- Ensure youth have unimpeded access to self-report alleged abuse and the abuse hotline number is posted. During the wilderness expedition, students may be in areas with no cell phone service and cannot self-report immediately. The student should be allowed to self-report at the earliest possible time.

Conduct both staff and youth surveys to determine if basic needs have been deprived, to include but not limited to, use of profanity by staff.

Both formal and informal interviews shall be conducted to determine if youth have been subjected to threats or intimidation by staff.

Interview a sample of youth to determine if the youth feels safe in the program and if staff are respectful to youth.

Interview a sample of staff to determine how staff and youth are able to call the Florida Abuse Hotline.
Interview the program director to determine the program’s code of conduct, what actions are taken when physical abuse, threats, or profanity is used towards youth, and to explain the program’s incident reporting process.

**Reference:**

- F.S. 39.201, “Mandatory reports of child abuse, abandonment, or neglect; mandatory reports of death; central abuse hotline.”

- F.A.C. 63E-7.006 (1)(E), Residential Services, Quality of Life and Youth Grievance Process
### Standard 2: Assessment Services

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2.1 **Referral and Intake Process**

Upon receipt of a seemingly eligible student’s referral packet, the program shall schedule an interview and complete a medical screening for the student.

**Guidelines:** Upon receipt of an application for a seemingly eligible applicant (i.e. meets age and residence requirements and does not have any immediately disqualifying medical or mental health issues), the Outward Bound program shall schedule an interview and complete the medical screening process. Any contact by phone, fax, or e-mail or attempts to contact shall be documented on the student’s Chronological Log.

Following the medical screening and interview, the Outward Bound program shall inform the parent/guardian of the acceptance status.

Review a sample of files to determine the chronological logs document receipt of application and the scheduling of an interview.

**Reference:**

- Outward Bound Policy 4.000, Referral Process, Student Eligibility and Acceptance Criteria
- Outward Bound Policy 4.100, Individual Student Record
2.2 Intake Conference and Orientation

The Outward Bound program shall perform an interview with both the student and parent(s)/guardian(s) and, at a minimum, review the following:

- Video, if applicable
- Parent/guardian commitments and responsibilities
- Successful completion criteria as defined in policy 4.301
- Overview of program expectations and wilderness expedition realities
- Clothing list
- Consent to release information
- Student rights

Guidelines: The Outward Bound program shall complete an Outward Bound Needs Assessment.

Upon admittance into the program, the following items will be obtained and filed in the student’s Individual Student Record (ISR), the following items:

- Referral application
- Outward Bound Participant Record and Physician Medical Record or equivalent
- Acknowledgement of Personal Responsibility
- Photo release

In addition to the items above, the Outward Bound program will complete the following, if applicable:

- Release of Records for programs awarding academic credit or grades
- Individual Determination Report for programs receiving National School Lunch Program (NSLP) funding
- Counseling Questionnaire if the student is seeing a mental health counselor at the time of the intake interview.
The designated Outward Bound intake staff shall consolidate all information gathered on the student and family into a Face Sheet or Biography and present this information to the appropriate instructional staff. This information shall include, but not be limited to, the following:

- Significant information about the student and family
- Issues and/or goals identified in the Needs Assessment
- Any Medical, Mental Health or Substance Abuse issues

Review a sample of Individual Student Records to ensure all required items have been filed.

**Reference:**

- Outward Bound Policy 4.001 Admission and Screen Process
- Outward Bound Policy 4.301 Successful Completion Checklist
- Outward Bound Policy 4.200 Needs Assessments
- Outward Bound Policy 4.100 Individual Student Record
- Outward Bound Policy 7.001 National School Lunch Program (NSLP)
- Outward Bound Contract #10099

| Yes ☐ | No ☐ | N/A ☐ |
2.3 Medication Management – Verification of Medications

The program shall determine a youth’s medication regimen upon admission to the program.

Guidelines: There shall be a written policy in place clearly articulating the procedure of medication verification upon entry into the program.

During the medical screening the parent/guardian and youth shall be interviewed and confirm the youth’s current medications. Only medications from a licensed pharmacy with an original, unaltered patient specific label may be accepted by the program. Any medications that cannot be verified via Outward Bounds Administrative Policy 5.002 or provided by non-licensed staff shall not be accepted and provided to the youth while in the program.

Non-licensed staff may only provide oral and topical medications with the exception of emergency treatment and/or use of a patient specific Epi-Pen Auto Injector.

After the above has been completed, the assigned staff shall initiate the Medication Distribution Log capturing the process of Assisting in Delivery of Medications by non-licensed staff.

Review a sample of files and progress notes to confirm whether youth was admitted with medication, and subsequent verification.

Review progress notes to verify medication regimen.

Reference:

- Contract Language - 10099 - Medication Management, Medication Verification
- Operating Procedure - Medication Verification
2.4 Mental Health/Substance Abuse Screening

Youth are screened for mental health/substance abuse issues at the time of admission to determine if the youth has any conditions requiring further assessment and/or immediate attention. Screening may be performed by non-licensed staff during the admission process. The screening includes a review of available information and completion of a validated suicide risk screening instrument. The program ensures referral for further assessment of the youth, or immediate intervention, as indicated by the mental health/substance abuse screening.

If the screening indicates the need for further assessment of suicide risk, the program director or designee completes a documented (in the youth’s chronological record) referral to the local community mental health center. No youth referred to the community mental health center shall be admitted to the program until cleared by a licensed mental health professional. If the youth is cleared for admission to the program, all medical, mental health, and substance abuse information is documented in the youth’s Individual Health Care Record.

--- CRITICAL ---

Guidelines: Because of the nature of the Outward Bound prevention program, screening for serious mental health or substance abuse issues is critical. Youth who are identified as in need of mental health services are ineligible for the Outward Bound program, unless cleared to participate by a licensed mental health professional.

Review a sample of the admission documentation to determine whether youth were properly screened and referred when necessary.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy 5.007 Management of medication prescribed for ADHD
2.05 Outward Bound School/F.I.N.S Program Needs Assessment or Prevention Assessment Tool (PAT)

The Outward Bound School/F.I.N.S Program Needs Assessment or the PAT is completed by program staff for all youth, regardless of risk to reoffend, during the Intake Interview.

Guidelines: Program staff shall conduct a risk and needs assessment on all youth. This may be accomplished using either the Outward Bound needs assessment or the Prevention Assessment Tool (PAT).

The PAT is predominantly a self-report tool, and youth sometimes supply inaccurate information about themselves or their situation. Staff completing the PAT shall use his or her own observations and those of collateral sources such as parent(s)/guardian(s), other department staff, law enforcement, or other informed persons who have knowledge of the youth’s behavior and background. Program staff are responsible for completing all assessments for youth in the program.

Review a sample of files to determine whether the program assessed youth using the PAT or the Outward Bound needs assessment.

Reference:

- Outward Bound Policy 4.200 Needs Assessment
- Outward Bound Contract #10099
## Standard 3: Intervention Services

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3.1 Individualized Performance Plan (IPP)

Outward Bound staff shall complete an Individualized Performance Plan for each youth within seven (7) calendar days from the youth’s admission. The plan includes written Performance Plan goals, and action steps documented on corresponding Performance Goal forms.

Staff shall document through the performance planning process individualized goals and objectives for each student stressing, at a minimum, social skills, education, transition, and family needs. The IPP shall include two or more, as indicated by assessment and screening, behavioral goals, family concerns, education and vocational goals, family living skills and family relations.

Guidelines: Each youth’s IPP is based on needs and issues identified in the needs assessment. At a minimum, the IPP incorporates the following:

- Input from both the youth and the family, or provides documented efforts to provide such input.
- Strengths and challenges for the youth and family.
- Individualized and measurable performance goals and action steps based on the identified needs in the youth’s Needs Assessment.
- Defined timeframes to review and assess the youth’s progress and/or completion of each goal.
- Defined responsibilities of both the youth and the program in completing each goal.

The staff shall document the development process in the chronological. The youth and parent/guardian shall review and sign the initial Individualized Performance Plan. The initial Individualized Performance Plan will be held by staff for safe-keeping in the wilderness environment.

Review a sample of files to ensure the initial IPP was developed within seven calendar days of the youth’s admission to the program and the IPP contained all required elements.

Yes ☐  No ☐  N/A ☐
Review case progress notes to document IPP was developed with staff, youth and parent/guardian.

Ensure each IPP was signed by all parties, including the youth, parent/guardian, and program staff.

Individualized goals and objectives shall be used to measure each youth’s required progress during participation in the wilderness expeditionary program and follow-up. Information on the youth’s progress in attaining the goals and objectives may be shared with the parents/guardians, the referring agency, the youth’s school, and other pertinent parties, to communicate the youth’s overall adjustment and performance on the wilderness expedition.

Review a sample of files to document individualized goals were developed for each youth.

**Reference:**

- Outward Bound Contract #10099
- Outward Bound Policy #4.201 IPP
3.2 Individualized Performance Plan Reviews and Revisions

The Individualized Performance Plan shall be reviewed and revised as necessary at least once per week during the wilderness expedition. The review shall include renegotiation of the performance to ensure the services provided to the youth while in the program compliment and support the youth’s reintegration into the home and community.

Guidelines: The Individualized Performance Plan (IPP) is the document developed by the youth, parent/guardian, and program staff to plan to address criminogenic needs. Informal reviews may be documented in the youth’s daily progress notes.

Review a sample of files to ensure the initial IPP is being reviewed at least once per week, and goals and objectives are being renegotiated with the youth as necessary.

Document the renegotiated goals and action steps are placed on each youth’s IPP.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy #4.201 IPP
3.3 Individualized Performance Plan Summary

An Individualized Performance Plan Summary will be completed on each youth at the end of the wilderness expeditionary program and follow-up to inform the youth, parent/guardian, referring agency, school, and other pertinent parties the youth performance and status on his or her Individualized Performance Plan and overall adjustment and progress during the program.

Guidelines: At a minimum, the Performance Plan Summary must summarize and be reflective of the following:

- Status on the Individualized Performance Plan
- Overall program behavior including adjustment to the wilderness expedition and interactions with peers and staff
- Significant incidents that may be both positive or negative in nature, if applicable
- The youth’s performance during follow up

Performance Plan Summaries will be signed by the course director or designee.

Review a sample of closed youth files for IPP summaries to determine all required elements were contained.

Document whether the IPP summaries were signed and dated by the appropriate staff and sent to the appropriate parties.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy # 4.201 IPP
- Outward Bound Policy # 4.203 Performance Summary
3.4 Non-violent Physical Crisis Intervention and Reporting

Outward Bound staff will use only Non-violent Physical Crisis Intervention Techniques (NPCI) by the Crisis Prevention Institute (CPI) to manage a potentially violent youth. Any staff member using physical intervention must be certified in the use of NPCI. Any physical intervention technique will be documented in an incident report within 48 hours of the incident and turned in to a base staff member at the next face-to-face meeting.

— CRITICAL —

Guidelines: The following items will be included in the incident report reporting any physical intervention:

- Day, date, and time of the incident
- Exact location of the incident
- List of key participants and their relationship to one another
- Complete description of the incident in chronological order
- What led up to the incident
- At what point staff was alerted to the incident
- What verbal and/or physical intervention were attempted
- How the incident was resolved
- Emergency action taken
- Consequences, such as injuries, loss or damage of property
- Persons notified of the incident including name, title, date, and time
- Signature of the author and date of the report

Review the monthly summary of all NPCI Reports submitted within the last six months; ensure the reports contained all required information.

Yes ☐ No ☐ N/A ☐
Interview program director to explain the program’s process for monitoring NPCI incidents and use of force.

**Reference:**

- Outward Bound Policy #6.002 Physical Intervention Techniques
- Outward Bound Contract #10099

Yes ☐  No ☐  N/A ☐
3.5 Behavior Management System

The Outward Bound program utilizes a behavior management system providing privileges and consequences to encourage youth to fulfill programmatic expectations. Consequences are fair and directly correlate with the behavior problem or demonstrated level of responsibility. Disciplinary procedures are carried out promptly. Youth are not allowed to have control over or discipline other youth. All significant behavior problems, and movement between Training, Main, and Final phases are documented in the course log.

Guidelines: Programs shall comply with the following:

- Have a document containing a mission statement including the Department’s mission to reduce juvenile crime, description of program design, educational goals, and objectives.
- Daily activity schedules shall be developed for each course and substantially followed. This shall include structured outdoor recreational, leisure, and educational activities teaching values and encourage sportsmanship.
- All instances of movement between Training, Main, and Final Phase shall be documented in the course log, dated, and signed by instructional staff.
- No youth or group of youth shall be allowed to control, have authority over, or otherwise discipline any other youth. Authority to discipline shall never be delegated to youth.
- Non-negotiable Rules shall be reviewed with students during the pre-course interview and students must acknowledge this with a signature. Non-Negotiable Rules shall be documented in the Student Handbook.

Review the documented behavior management system.

Yes ☐ No ☐ N/A ☐
Review documentation of youth orientation and training on the behavior management system.

Interview staff and youth on their understanding of the behavior management system.

Review youth surveys to determine the youth’s overall understanding of the program’s behavior management system to include infractions.

Conduct interview with program director to determine what behavior management system is utilized in the program.

Examine written behavior management system and interview staff and youth to determine whether a process exists wherein staff and youth discuss sanctions imposed, consequences, and alternative acceptable behaviors.

Reference:
- Outward Bound Contract #10099
3.6 Transition Plan/Contract

**Guidelines:** This plan is a written document or contract mutually agreed upon by all family members and is “mediated” by a neutral staff member. Outward Bound staff must review this plan regularly during home visits and revise or update the plan as necessary and as goals are met.

The transition of each youth from the wilderness expedition experience back to his home and school is extremely important for a successful outcome for the youth and family. The skills and knowledge acquired by the youth must be transferred to the youth’s normal setting and the assistance of Outward Bound staff in assisting the transition often makes the difference for a successful Outward Bound experience.

Review of sample of closed files for youth who have completed expedition to review transition plan. Ensure all required elements were contained in each transition plan.

Review documentation to ensure staff conducted home visits as required upon the youth’s return home.

**Reference:**

- Outward Bound Contract #10099
3.7 Follow-up

**Outward Bound staff shall conduct follow-up visits with the youth at school and in the family to monitor the completion of the youth’s Transition Plan/Contract goals and objectives.**

**Guidelines:** Staff conducting home visits and school visits shall comply with the following:

- During home visits and school visits, activities linked to previously identified goals in the Transition Plan/Contract shall be reviewed and revised as needed
- Home visits shall include, at a minimum, the youth and as needed, parents/guardian or other family members
- Each youth shall receive a minimum of four home visits and one school visit, unless, through the Needs Assessment, there were no issues concerning school
- The primary focus of the school visit shall be to review the Transition Plan/Contract specific to education and to establish support from school personnel for successful re-entry into the school environment.

Each student shall have a minimum of twelve telephone contacts documented.

Review a sample of closed files to document completion of home visits. Ensure the visits were of the required duration, and included the required parties.

Review documentation to support school visits.

Review documentation to support telephone contacts.

**Reference:**

- Outward Bound Contract #10099
- Outward Bound Policy 4.400 Follow-up
Standard 4: Services

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4.1 Disaster Preparedness

Outward Bound shall have detailed safety policies and procedures.

Guidelines: The program shall have a plan in place to address any communicable disease outbreaks inclusive of transport plans for those youth who require emergency medical attention.

The program shall have a written Emergency Disaster Preparedness Plan reviewed annually and updated as needed. This plan shall include procedures for the following: fire, severe weather, hurricane warnings, tornado warnings, and flooding.

Review the program’s Emergency Disaster Preparedness Plan.

Reference:

- Outward Bound Contract #10099
4.2 Fire Prevention and Evacuation Procedures

The program provides a safe and appropriate treatment environment including fire prevention and evacuation procedures.

Guidelines: Safety and welfare standards of facilities shall incorporate:

- A comprehensive safety regimen including fire prevention.
- Fire protection equipment shall be available at strategic locations and shall be checked annually. All facility staff shall be trained in the proper operation and use of available equipment. (Base facility only.)
- Fire drill procedures shall include fire drills conducted as per the fire prevention plan. Drills shall be conducted under varied conditions, and all fire drills shall be documented via Drill attendance sheets. (Base facilities only.)
- Fire Safety documentation shall be kept at the base facility and shall contain a record of annual fire safety inspections, a record of corrections, and the results of periodic fire safety inspections and equipment checks.

The program shall submit fire prevention plans to the local Fire Marshal for approval of the entire fire prevention plan annually.

Review the fire prevention plan and review fire drill documentation to determine the drills were conducted as per the fire prevention plan.

Review fire safety documents to determine fire safety and equipment checks have been conducted.

Review the program’s fire safety plan; document date of approval by local Fire Marshal.

Review fire drill documentation for past six months.
Observe fire equipment to document annual inspections.

Review training files of staff to document receipt of training in the operation of fire equipment.

**Reference:**

- Outward Bound Contract #10099
- Outward Bound Policy 3.002 Fire Prevention Plan

Yes ☐ No ☐ N/A ☐

Yes ☐ No ☐ N/A ☐
4.3 Water Activities

The Outward Bound program provides a safe and appropriate treatment environment including procedures for water activities. All students will complete a Water Comfort Assessment prior to participating in any water related activity. Non-swimmers will wear an approved Personal Floatation Device (PFD) at all times when on or near the water.

Guidelines: A major aspect of Outward Bound programs is that the students participate in water related activities including swimming and canoeing in lakes, rivers and the ocean. It is essential each student feels comfortable and safe during these activities and the program has trained staff to handle any emergency. Each Outward Bound program shall have:

- A water safety plan including emergency procedures.
- One Emergency Water Safety trained staff when participating in water activities.
- Swim tests for youth prior to any swimming activities.

The facility shall provide for the prompt notification of a youth’s parent or guardian in cases of serious illness, injury, or death.

- Review the program’s water safety plan to ensure all required elements are included.
- Review staff training files to ensure proper certification has been received for staff involved in water-related activities.
- Review documentation of swim tests for youth; ensure The Course Director, Education Coordinator or designee is responsible for facilitating swim checks at an approved swimming site. At a minimum, the designee must have been trained to facilitate swim check (via Emergency Water Safety Training) prior to supervising without a Course Director present. On wilderness expeditions the instructional team accompanies the Course Director, Education Coordinator or designee to assist and supervise the group during swim checks.
Review interviews to ensure youth were swim tested prior to participating in water-related activities.

**Reference:**

- Outward Bound Local Operating Policies and Procedures, At-Risk, Chapters 1
4.4 Boating Activities

Outward Bound programs will provide ample canoe training to the students throughout the wilderness expedition and the instructional team will make periodic assessments to determine when additional training is needed, e.g. tidal changes, high water levels, open water, fast moving water, high winds, and actual student abilities.

Guidelines: Safety and proficiency in canoeing is essential to the Outward Bound experience. Staff providing instruction in canoeing must be, at a minimum, an assistant instructor who has successfully completed the At-risk Staff Swim Check and Canoe Training I, II, and III as appropriate. Additionally, one staff member present during canoe training must be Emergency Water Safety (EWS) certified.

Review staff personnel/training files to ensure proper certification has been received for staff involved in boating activities.

Review youth interviews to determine if the youth were provided canoe or boating training.

Reference:
- Outward Bound Local Operating Policies and Procedures, At-Risk, Chapter 1
4.5 Food Services

During the Outward Bound wilderness excursions, staff shall provide nutritional, well-balanced meals and snacks for each youth. The breakfast and lunch menus shall follow the meal patterns of the National School Lunch Program (NSLP) preparation requirements and all Florida Department of Education guidelines.

Guidelines: The Outward Bound programs shall comply with the following:

- Menus shall vary taking into consideration environment, transport concerns, and wilderness expedition requirements.
- A dietitian shall review and approve the menus annually.
- During the wilderness expedition, staff and youth shall eat the same food from the same menu unless dietary restrictions necessitate a substitution.
- Youth shall be required to plan, coordinate and cook all daily meals as part of life skills training.
- Youth shall be provided a minimum of 16 oz. (2 cups) of drinkable water every thirty minutes. Adequate amounts of drinkable water shall be available at all times.

Review menus to ensure breakfast and lunch meet the nutritional requirements of the NSLP, and have been approved by a dietician.

Interview youth and staff to ensure youth and staff eat the same meals in the wilderness (exceptions allowed for dietary restrictions), and youth are involved in the planning and preparation of the meals.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy 7.001 National School Lunch Program
4.6 Transportation

The Outward Bound program provides a safe and appropriate treatment environment including transportation.

Guidelines: Staff operating vehicles will have a valid driver’s license. Outward Bound will provide or ensure transportation for students for all program related reasons to include but not be limited to:

- Medical appointments
- Community service projects conducted as a group
- Emergency Mental health/crisis intervention services
- Recreational activities
- Emergency evacuations
- Community service activities

Note: Outward Bound has been granted an exception to the rule that requires all staff to have a Florida driver license.

Staff will ensure youth and staff wear seat belts while the vehicle is in operation.

Review staff personnel files to determine a check of valid driver’s licenses have been conducted.

If possible, observe a transport to confirm the use of seatbelts.

Reference:

- FDJJ-1920 Operating a Vehicle for the Purpose of Transporting Youth
- Outward Bound Contract #10099
- Outward Bound Local Operating Policies and Procedures Chapter 1
- Outward Bound Local Operating Policies and Procedures Chapter 2
- Outward Bound Administrative Policies Section 3 Safety Prevention and Management
- Outward Bound Safety Policies
4.7 **Life Management Skills**

Outward Bound will provide each youth with life management skills training. This shall occur on a daily basis through structured lessons/activities around identified topics and circle-ups. All groups shall spend a minimum of twenty hours in activities linked to life management skills.

**Guidelines:** The lessons/activities providing life skills training shall focus primarily on:

- Verbal and non-verbal communication skills such as listening and questioning
- Giving and receiving constructive feedback
- Group cohesiveness
- Leadership/followership
- Interpersonal negotiation/mediation and problem-solving skills.

Training in life skills is a primary focus of the wilderness expeditionary Outward Bound experience. The local school districts in which the courses operate award one half credit to each high school aged student successfully completing the Outward Bound course because of the emphasis on life skills training. Middle school aged students receive credit for attendance.

Circle-ups are a primary vehicle through which life management skills are imparted to youth. The youth or staff may call for a circle-up for a variety of reasons, but primarily to deal with problematic behaviors as they occur to educate (teachable moments) or to give positive feedback for accomplishments. Circle-ups may last a few minutes or several hours depending on the nature of the issues discussed.

All Life Management Skills curriculum is documented in the Education log. The documentation includes the topic, length of the lesson, and the staff member who presented it. The Education Log is reviewed twice during the course to ensure the instructors are teaching the required number of minutes and topics and they are addressing the specific Life Management Skills needs of the group.
Review the program’s daily schedule and logbook to document length of time youth are involved in life skills training.

Review the program’s education log to document provision of life management skills.

Reference:

- F.A.C. 63B-1.003 (3), Career Related Programs, Career and Vocational Programming
- F.A.C. 63B-1.006, Career Related Programs, Cooperative Agreement
- Technical Assistance Paper, State Board of Education Rule 6A-6.05281, *Educational Programs for Youth in Department of Juvenile Justice Detention, Commitment, or Day Treatment Programs*, Florida Administrative Code
- Outward Bound Contract #10099
4.8 Supervisory Reviews

The Course Director shall visit the course at least twice during the wilderness expedition to review each youth’s progress on his/her Individualized Performance Plan. The supervisor ensures instructional staff are reviewing any instructions given during the review, and ensures any directives were followed during the subsequent review.

Guidelines: The Course Director shall ensure the youth are receiving appropriate supervision and interventions by conducting the following:

- Prior to the course visit by the course director, the Instructor Staff will update the Individualized Performance Plans for each youth.
- Designating a means by which the instructor staff acknowledge their review of supervisory instructions.
- Ensuring instructions were followed during the subsequent course visit and supervisory review.

Review a sample of Individual Performance Plans to document updates.

Document supervisor directives and the instructional staff’s acknowledgement of the directives.

Reference:

- Outward Bound Contract #10099
- Outward Bound Policy 4.202 Supervisory Reviews