Quality Improvement Standards for Outward Bound Programs

Office of Program Accountability

Promoting continuous improvement and accountability in juvenile justice programs and services
# QI Standards for Juvenile Justice Outward Bound Programs

## Standard 1: Management Accountability

<table>
<thead>
<tr>
<th>1.01</th>
<th>Initial Background Screening*</th>
<th>1-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.02</td>
<td>Five-Year Rescreening</td>
<td>1-6</td>
</tr>
<tr>
<td>1.03</td>
<td>Pre-Service Training</td>
<td>1-8</td>
</tr>
<tr>
<td>1.04</td>
<td>In-Service Training</td>
<td>1-10</td>
</tr>
<tr>
<td>1.05</td>
<td>Episodic/Emergency Services</td>
<td>1-13</td>
</tr>
<tr>
<td>1.06</td>
<td>Medication Management - Medication Storage</td>
<td>1-15</td>
</tr>
<tr>
<td>1.07</td>
<td>Cleanliness and Sanitation</td>
<td>1-18</td>
</tr>
<tr>
<td>1.08</td>
<td>Administration</td>
<td>1-20</td>
</tr>
<tr>
<td>1.09</td>
<td>Incident Reporting (CCC)*</td>
<td>1-23</td>
</tr>
</tbody>
</table>

## Standard 2: Assessment Services

<table>
<thead>
<tr>
<th>2.01</th>
<th>Referral and Intake Process</th>
<th>2-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.02</td>
<td>Intake Conference and Orientation</td>
<td>2-5</td>
</tr>
<tr>
<td>2.03</td>
<td>Medication Management – Verification of Medications</td>
<td>2-8</td>
</tr>
<tr>
<td>2.04</td>
<td>Mental Health/Substance Abuse Screening*</td>
<td>2-10</td>
</tr>
<tr>
<td>2.05</td>
<td>Outward Bound School/F.I.N.S Program Needs Assessment or Positive Achievement Change Tool (PACT) Full Assessment</td>
<td>2-12</td>
</tr>
<tr>
<td>2.06</td>
<td>Individualized Performance Plan</td>
<td>2-14</td>
</tr>
<tr>
<td>2.07</td>
<td>Abuse Reporting (DCF)*</td>
<td>2-17</td>
</tr>
</tbody>
</table>

## Standard 3: Intervention Services

<table>
<thead>
<tr>
<th>3.01</th>
<th>Individualized Performance Plan (IPP) Process</th>
<th>3-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.02</td>
<td>Individual Performance Plan reviews and revisions</td>
<td>3-5</td>
</tr>
<tr>
<td>3.03</td>
<td>Individual Performance Plan Summary</td>
<td>3-7</td>
</tr>
<tr>
<td>3.04</td>
<td>Non-violent Crisis Intervention and Reporting</td>
<td>3-9</td>
</tr>
<tr>
<td>3.05</td>
<td>Behavior Management</td>
<td>3-12</td>
</tr>
<tr>
<td>3.06</td>
<td>Separations/Isolations</td>
<td>3-15</td>
</tr>
<tr>
<td>3.07</td>
<td>Transition Plan/Contract</td>
<td>3-18</td>
</tr>
<tr>
<td>3.08</td>
<td>Follow-up</td>
<td>3-20</td>
</tr>
</tbody>
</table>

## Standard 4: Services

<table>
<thead>
<tr>
<th>4.01</th>
<th>Disaster Preparedness</th>
<th>4-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.02</td>
<td>Fire Prevention and Evacuation Procedures</td>
<td>4-5</td>
</tr>
<tr>
<td>4.03</td>
<td>Water Activities</td>
<td>4-8</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.04</td>
<td>Boating Activities</td>
<td>4-11</td>
</tr>
<tr>
<td>4.05</td>
<td>Food Services</td>
<td>4-13</td>
</tr>
<tr>
<td>4.06</td>
<td>Transportation</td>
<td>4-15</td>
</tr>
<tr>
<td>4.07</td>
<td>Life Management Skills</td>
<td>4-17</td>
</tr>
<tr>
<td>4.08</td>
<td>Supervisory Reviews</td>
<td>4-20</td>
</tr>
</tbody>
</table>
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<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.01</td>
<td>Initial Background Screening*</td>
<td>1-3</td>
</tr>
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<td>1-6</td>
</tr>
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<td>Pre-Service Training</td>
<td>1-8</td>
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<td>1-10</td>
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<td>1-13</td>
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1.01 **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 that it is appropriate to establish stringent screening requirements for all DJJ personnel. Therefore, the Department utilizes Level 2 Screening Standards as required in s. 435.05, F.S.

Guest speakers, guest performers, ministers, or other visiting personnel who interact with youth on an occasional basis 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.

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 since the last QI review to determine that a clearance was received prior to the employee being hired. 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
1.02 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 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 QI standards of compliance.

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 QI standards of compliance.

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

References:

- FDJJ-1800, Background Screening Policy and Procedures
- Outward Bound Policy 1.109, Background Screening
1.03 Pre-Service Training

Contracted non-residential Outward Bound staff are trained in accordance with Outward Bound Program Core Orientation policy within 15 working days of their start date.

Contracted non-residential staff that 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 contact with youth:

- Nonviolent Physical Crises Intervention by the Crises Prevention Institute (CPI)
- CPR/First Aid Certified
- Professionalism and Ethics Training
- Suicide Prevention Training
- Emergency Procedures Training
- Emergency Water Safety (if applicable)

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

Review training files for the completion of a minimum of 120 hours of web-based and/or instructor-led training. Ensure that all staff received required certifications required topics.

Reference:

- Outward Bound Policy on Program Core Orientation
1.04 In-Service Training

Contracted non-residential Outward Bound staff must complete twenty-four hours of annual in-service training, beginning the calendar year after the staff has completed pre-service training.

Supervisory staff shall complete eight hours of training in the areas listed below, as part of the twenty-four hours of annual in-service training.

Guidelines: The following are mandatory training topics that must 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 Crises Intervention by the Crises Prevention Institute (CPI) (eight hours)
- CPR (annually)
- First Aid
- Professionalism and Ethics
- Emergency Water Safety

Supervisory staff shall complete eight hours of training in the areas of:

- Management
- Leadership
- Personal Accountability
- Employee Relations
- Communication Skills
- Fiscal

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

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

Programs shall develop an annual in-service calendar which must be updated as changes occur.
Review training files and/or the Department’s Learning Management System (CORE) 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 QI review.

**References:**

- Outward Bound contract #X1452
1.05 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 that clearly articulates 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. At the base facility, emergency drills shall be held at least quarterly, 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 youth’s parent/guardian, and follow-up upon the youth’s return to the program. All instances of first aid and emergency care are documented in the First Aid/Episodic Care log.

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. 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 emergency

The reviewer shall review episodic log, incident reports, 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.
References

- Outward Bound contract #X1452
- Outward Bound Policy 5.011
- Outward Bound Local Operating Policies and Procedures Chapters 9-12
1.06 Medication Management – Medication Storage

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

Guidelines: There shall be a written Outward Bound policy in place that clearly articulates the program’s procedure for storing medications and how the medications are to be returned once the youth has completed the program.

The storage containers (locked ammo cans) 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. All controlled substances shall be stored in containers with two different locks that remain in the custody and control of instructional staff at all times. All medications are stored with perpetual inventories.

Observe bags/ammo cans 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. Verify count matches ending inventory numbers.

Inventory three youth medications and three over-the-counter medications. Verify that count matches ending inventory numbers.

References:

- DJJ Health Services Manual, Chapters 11 and 18
- Outward Bound contract #X1452
- Outward Bound Policy 5.008W, Medication Storage, Access, Inventories, and Disposal
- Outward Bound Policy 5.009, Medication Administration
Outward Bound Policy 5.007, Receiving and Disposal and Procurement of Medications
1.07 Cleanliness and Sanitation

The program provides a safe and appropriate treatment environment in a wilderness setting that includes 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 that campsite areas were inspected upon arrival of the expedition.

Review course logs for inspections of equipment.

References:

- Outward Bound contract #X1452
- Outward Bound Policy 2.001, Program Cleanliness and Maintenance
- Outward Bound Policy #2.201W, Everglades Environmental/Low Impact Camping and the corresponding Instructors Guide
1.08 Administration

The Outward Bound program provides a safe and appropriate treatment environment that includes 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, transfers/removed youth, absconds/runners, abuse reports, medical and mental health emergencies, incidents, personnel actions, volunteer hours, and average length of stay.

Monthly reports include:

- Census Report
- Student Course Information Report
- Intake Summary Sheet
- Student/Course Information Sheet
- Commitment 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.

Course log entries shall be brief, and legibly written in ink. Recording errors should be struck through with a single line, with “void” written by the error and the correction initialed by staff.

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

Review a sample of logs 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.

Reference:

- Outward Bound contract #X1452
1.09 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 review. If there are no CCC reports for the past six months, the reviewer may sample reports since the date of the last QI review, but no more than twelve months.

Incidents discovered and reported by the review team during the 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.

The reporting of incidents shall be consistent with the Department’s requirements. The reviewer 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/grievances to determine whether additional incidents should have been reported to CCC.

Reference:

- F.A.C. 63F-11, Central Communications Center
Standard 2: Assessment Services

2.01 Referral and Intake Process .................................................. 2-3
2.02 Intake Conference and Orientation ...................................... 2-5
2.03 Medication Management – Verification of Medications .......... 2-8
2.04 Mental Health/Substance Abuse Screening* ....................... 2-10
2.05 Outward Bound School/F.I.N.S Program Needs Assessment or Positive Achievement Change Tool (PACT) Full Assessment .......... 2-12
2.06 Individualized Performance Plan ........................................... 2-14
2.07 Abuse Reporting (DCF)* ..................................................... 2-17

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2.01 Referral and Intake Process

Upon receipt of a student’s referral packet, the program shall perform an initial screening to determine whether or not the student is eligible for program services.

Guidelines: Upon verification of the student’s eligibility, the Outward Bound program shall confirm with the referring individual that the application was received and contact the student’s parent(s)/guardian(s) to schedule a face-to-face intake interview. Any contact by phone, fax, or e-mail or attempts to contact shall be documented on the student’s Chronological log.

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

References:

- Outward Bound policy P4.001, Referral Process, Student Eligibility and Admission Criteria
- Outward Bound policy 4.101, Individual Student Record
2.02 Intake Conference and Orientation

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

- Video, if applicable
- Parent commitments and responsibilities
- Successful completion criteria as defined in policy 4.403
- 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
- Acknowledgement of Personal Responsibility
- Approved correspondence list
- Photo release
- Parent/guardian approval form
- Immunization record
- Tuition payment information, if applicable.

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
- School Registration form for programs awarding academic credits or grades
- Individual Determination Report for programs receiving National School Breakfast and Lunch (NSBL) funding
- Psychotropic Medication Questionnaire if a student is cur-
rently prescribed a psychotropic medication.

- 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
- Prioritized 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.

References:

- Outward Bound policy 4.002 Intake Process
- Outward Bound policy 4.403, Successful Completion
- Outward Bound policy 5.101 MAYSI
- Outward Bound policy 4.202, Needs Assessments
- Outward Bound policy 4.101 Individual Student Record
- Outward Bound policy 7.006 National School Breakfast and Lunch program (NSBL)
2.03 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 that clearly articulates the procedure of medication verification upon entry into the program.

During the medical screening process, the youth and parent/guardian (if available) shall be interviewed about the youth’s current medications. Only medications from a licensed pharmacy, with a current, patient-specific label intact on the original medication container may be accepted into the program. Any medication that cannot be verified shall not be provided to the youth while attending the program.

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

Review the 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:
- DJJ Health Services Manual Chapters 11 and 18
2.04 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 that require 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 the Residential Intake Mental Health & Substance Abuse Screening Form. The program ensures 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 counseling services are ineligible for the Outward Bound program, unless cleared to participate by their assigned counselor.

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

Reference:

- Outward Bound Contract #X1452 IVD19
2.05 Outward Bound School/F.I.N.S Program Needs Assessment or Prevention Positive Achievement Change Tool (P-PACT) Full Assessment

The Outward Bound School/F.I.N.S Program Needs Assessment or the PACT Full Assessment is completed by program staff for all youth, regardless of risk to reoffend, during the face-to-face 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 Positive Achievement Change Tool (P-PACT).

The P-PACT is predominantly a self-report tool, and youth sometimes supply inaccurate information about themselves or their situation. Staff completing the P-PACT shall use his or her own observations and those of collateral sources such as parents, 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 P-PACT or the Outward Bound needs assessment.

References:

- Outward Bound Policy 4.202, Needs Assessment
- Outward Bound contract #X1452
2.06 Individualized Performance Plan (IPP)

Staff complete an Individualized Performance Plan for each youth within 7 calendar days from the youth’s admission. The Plan includes written Performance Plan goals, and action steps documented on corresponding Outreach Performance Goal forms.

Guidelines: Each youth’s IPP is based on needs and issues prioritized 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 prioritized 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 youth and parent/guardian shall participate in the development of action steps and target dates for the completion of all sanctions and goals. The staff shall document the development process in the case notes. The youth and parent/guardian shall be provided with a copy of the initial Individualized Performance Plan upon their review and signature.

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

Review case progress notes to document IPP was developed with staff, youth and parent/guardian.

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

- Outward Bound policy 4.203W Individualized Performance Plan
- Outward Bound contract #X1452
2.07 Abuse-Free Environment

Any person who knows, or has reasonable cause to suspect, that 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 that 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 that forbids 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 that 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 that have 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.

References:

- 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 3: Intervention Services

3.01 Individualized Performance Plan (IPP) Process
3.02 Individual Performance Plan reviews and revisions
3.03 Individual Performance Plan Summary
3.04 Non-violent Crisis Intervention and Reporting
3.05 Behavior Management
3.06 Separations/Isolations
3.07 Transition Plan/Contract
3.08 Follow-up

* The Department has identified certain key critical indicators. These indicators represent critical areas that require 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 form being completed and distributed to the appropriate program area (detention, residential, probation).
3.01 Individualized Performance Plan (IPP) Process

Outward Bound staff shall document through the performance planning process individualized goals and objectives for each student that stress, 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: 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.

References:

- Outward Bound contract #X1452.
- Outward Bound policy #6.18
3.02 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 insure that the services provided to the youth while in the program complement and support the youth’s re-integration 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 that the initial IPP is being reviewed at least once per week, and that goals and objectives are being re-negotiated with the youth as necessary.

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

References:

- Outward Bound contract #X1452
- Outward Bound policy #6.18-6.28
3.03 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 wilderness expedition.

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

- Status on the Individualized Performance Plan
- Academic status
- 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 staff member who prepared the Summary, the treatment team leader or designee, if different than the staff member who prepared the Summary, and the Program Director or designee.

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

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

References:

- Outward Bound contract #X1452
- Outward Bound policy # 6.29-6.31
3.04 Non-violent Physical Crisis Intervention and Reporting

Outward Bound staff will use only Non-violent Physical Crisis Intervention Techniques (NPCI) by the Crises Prevention Institute (CPI) to manage a potentially violent youth. Any staff member using physical intervention must be certified in the use of NCPI. 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.

Interview program director to explain the program’s process for monitoring NCPI incidents and use of force.
References:

- Outward Bound policy # 4.6-4.13
- Outward Bound contract #X1452
3.05 Behavior Management System

The Outward Bound program utilizes a behavior management system that provides 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, isolations 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 that includes 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 that teach values and encourage sportsmanship.
- All instances of movement between Training, Main, and Final isolation 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 reviewed with the group on the first day of the course. Non-Negotiable Rules shall be documented in the group journal.
- Consequences shall be documented in the course log as they are established.

Review the documented behavior management system/course consistencies on file.
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 #X1452
3.06 Separations/Isolations

While participating on a wilderness course before an isolation is imposed, staff attempt a number of behavioral interventions including behavioral contracting, peer mentoring/counseling, constructive and natural consequences, and increased one-on-one time with staff. The Course Director shall be notified at the next available call-in time when an isolation is imposed. Youth may be separated away from the group, in a staff’s canoe, on-site or across the river, but within sight and sound of the group.

Guidelines: Separation is an instructor imposed removal of a student from the group in response to unsafe or disruptive behavior. Isolation is an instructor imposed removal of a student from the group for an extended period of time due to extreme or continued unsafe or disruptive behavior. A separation that extends over eight hours is considered an isolation.

Isolation of a youth is a last resort after all other attempts to alter the youth’s negative behaviors have failed. Any youth place on separation/isolation shall have all food and shelter needs met. Staff should closely monitor a separated or an isolated youth and be within sight and sound at all times.

Periodic check-in times should be established and adhered to by the instructor with the youth in separation/isolation and the instructor with the rest of the group. Prior to a youth’s return from separation/isolation, the youth and staff shall formulate a written plan as to how the youth intends to rectify the situation. Both the instructor staff and the student must agree to the plan and present the plan to co-instructors and the remainder of the group for support. No youth should remain on isolation for longer that 24 hours without an assessment of the youth and no youth shall be isolated from the group longer than 48 hours.

Review course log and incident reports to determine if youth were placed in separation/isolation. Ensure that all requirements were met for placing youth in separation/isolation, including that time frames were met.

Interview youth and staff to determine their understanding of the separation and isolation process.
References:

- Outward Bound policy #4.28 Student Separations/Isolations
- Outward Bound contract #X1452
3.07 Transition Plan/Contract

Outward Bound staff shall assist in the development, with the youth and family/guardian, of a Transition Plan/Contract to focus on issues at home and in school utilizing tools learned during the wilderness expedition and parent guardian meeting.

Guidelines: This plan is a written document/contract that is 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 that 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 #X1452
3.08 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
- Home visits shall be a minimum of one hour in duration and school visits shall be a minimum of one half hour duration
- 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.

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

Review documentation to support school visits.

Reference:

- Outward Bound contract #X1452


* The Department has identified certain key critical indicators. These indicators represent critical areas that require 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 form being completed and distributed to the appropriate program area (detention, residential, probation).
4.01 Disaster Preparedness

Outward Bound shall have detailed safety policies and procedures. The program shall undergo a comprehensive Safety Review by Outward Bound/USA every three (3) years. In the off years the program shall complete the Safety Review.

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 that is 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.

Review the last Outward Bound/USA comprehensive Safety Review report.

References:

- Outward Bound National Safety Policy
- The Outward Bound Discovery School Instructor’s Field Manual
- Outward Bound contract #X1452: section 16 Care and Custody, h. 5) b)
4.02 Fire Prevention and Evacuation Procedures

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

Guidelines: Safety and welfare standards of facilities shall incorporate:

A comprehensive safety regimen that includes 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 unannounced fire drills conducted as per the fire prevention plan. Drills shall be conducted under varied conditions and across all shifts, and all fire drills shall be documented in the Fire Safety Log. (Base facilities only.)
- A Fire Safety Log 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.

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 logs 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 #X1452
4.03 Water Activities

The Outward Bound program provides a safe and appropriate treatment environment that includes 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 that 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 that The Course Director, Education Coordinator or designee is responsible for facilitating swim checks at an approved swimming site, and may not be conducted in dark water. At a minimum, the designee must have been trained to facilitate swim check 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 13 and 14, Water Activities
4.04 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 9.14, Canoeing-Lake and Coastal
4.05 Food Services

During the Outward Bound wilderness excursions, staff shall provide nutritional, well-balanced meals and snacks with an average caloric intake of 2800-3200 calories for each youth. The menus shall follow the meal patterns of the National School Breakfast and Lunch (NSBL) 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.
- 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 meals meet the caloric requirements of the NSBL, and have been approved by a dietician.

Interview youth and staff to ensure youth and staff eat the same meals in the wilderness, and that youth are involved in the planning and preparation of the meals.

Reference:

- Outward Bound contract #X1452
4.06 Transportation

The Outward Bound program provides a safe and appropriate treatment environment that includes 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
- Staff will ensure that 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:

- Outward Bound contract #X1452
4.07 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 five hours each day 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 that the instructors are teaching the required number of minutes and topics and that they are addressing the specific Life Management Skills needs of the group.

Review the program’s daily schedule and logbook to docu-
ment length of time youth are involved in life skills training.

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

References:

- 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 #X1452
4.08 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 that instructor staff are reviewing any instructions given during the review, and ensures that any directives were followed during the subsequent review.

Guidelines: The Course Director shall ensure that 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 risk and needs assessments and the Individualized Performance Plans for each youth.
- Designating a means by which the instructor staff acknowledges their review of supervisory instructions.
- Ensuring that instructions were followed during the subsequent course visit and supervisory review.

Review a sample of needs assessments and habitation plans to document updates.

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

References:

- Outward Bound contract #X1452
- Outward Bound policy