Institutionalizing and Sustaining Reform

JDAI – National Conference
Indianapolis, September, 2008
Initiating System Change

- Initiate system analyses – identify asset/deficits
- Clarification of department mission and purpose
- Analyze business practices/client outcomes
- Demonstrate need/opportunity for change
System Reform - JDAI Formula

- Clarify Core Values
- Revise Policies
- Establish Programs
- Re-engineer Budgets/Contracts
- Empower New Partners
Cook County Juvenile Court
Philosophical/Operational Principles

• Pursue least restrictive setting without compromising public safety
• Reduce institutional stigmas
• Subscribe to strength-based assessments and programs
• Promote cultural competency
• Incorporate youth/family perspectives
• Utilize performance outcome measures
Implementing/Sustaining System Change

- Change in hiring recruitment practices
- Actively seek and incorporate line/mid management staff
- Reframe/modify basic and advanced training
- Initiate cost benefit analysis of programs/deployment of staff
- Job reengineering/work hours
Probation Core Values

THE FIVE PRACTICES AND TEN COMMITMENTS OF EXEMPLARY LEADERSHIP

1. **Model the Way**
   - **Find Your Voice** by clarifying your personal values.
   - **Set the Example** by aligning actions with shared values.

2. **Inspire a Shared Vision**
   - **Envision the Future** by imagining exciting and ennobling possibilities.
   - **Enlist Others** in a common vision by appealing to shared aspirations.

3. **Challenge the Process**
   - **Search for Opportunities** by seeking innovative ways to change, grow, and improve.
   - **Experiment and Take Risks** by constantly generating small wins and learning from mistakes.

4. **Enable Others to Act**
   - ** Foster Collaboration** by promoting cooperative goals and building trust.
   - **Strengthen Others** by sharing power and discretion.

5. **Encourage the Heart**
   - **Recognize Contributions** by showing appreciation for individual excellence.
   - **Celebrate the Values and Victories** by creating a spirit of community.
Operational Analysis

- Initiate leadership transition plan
- Strategy to empower non-traditional partners
- Restructuring of all contracts
- Initiate Specialized Services Matrix
Institutionalizing Change

• Solicit judicial support

• Identify obstacles and resistance to change

• Utilize data to inform policies and practices

• Develop strategies to sustain system changes
• Develop strategies to sustain system changes

• Continued analysis of policies/practices to reduce institutional commitments

• Implement strategies for quality assurance
Detention Alternatives

Program Analysis

• Analyze/establish criteria of minors readiness for intervention
• Develop thresholds for management reviews/approval for program
• Identify potential obstacles for successful engagement
• Require provision to hire/set-aside positions(s) for former program participant
### Cook County System Reform Accomplishments

<table>
<thead>
<tr>
<th>Result</th>
<th>Pre JDAI</th>
<th>2007</th>
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</thead>
<tbody>
<tr>
<td>Total JTDC Admissions</td>
<td>10,200</td>
<td>6,463</td>
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<tr>
<td>Average Failure to Appear Rate</td>
<td>38.5%</td>
<td>12%</td>
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<tr>
<td>Average Daily Population</td>
<td>750</td>
<td>402</td>
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<tr>
<td>Clinical Residential Placements</td>
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<td>13</td>
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<tr>
<td>IL Dept. of Corrections Commitments</td>
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<td>566</td>
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<td>County Board Funding of Detention</td>
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<td>$5.5 Million</td>
</tr>
<tr>
<td>Alternative Programs &amp; Contracts</td>
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<td></td>
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