

OYA Agency-Wide - All Measures: Q4 2016 (Final)

Data collection through 12/31/2016

ID	Measure	Definition	Red	Yellow	Green	Desired Direction	Data collection period												Target Met	Trend	Owner		
							Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016					
OM Outcome Measures																							
OM 1a	Youth feel safe - facility	Percent of youth in close custody who do not fear for their safety.	< 60	80 to 90	>= 90	↑		80.91		75.41		80.08		75.97		80.43	76.26		McClellan				
Note: Addressing with in-service training, PHD			Updated: Q2, Q4			Current target: 82.																	
OM 1b	Youth feel safe - residential	Percent of youth in community substitute care who do not fear for their safety.	< 60	80 to 90	>= 90	↑		90		99		99		99		99	99		Cox				
Note:			Updated: Q2, Q4			Current target: 100.																	
OM 2a	Youth are safe - facility	Injuries to youth per 100 days of youth confinement.	> 0.3	0.3 to 0.25	<= 0.25	↓				0.18	0.247	0.226	0.235	0.165	0.163	0.158	0.163	0.217		McClellan			
Note:			Updated: Q1, Q2, Q3, Q4			Current target: 0.22																	
OM 2b	Youth are safe - residential	Number of assaults and fights requiring more than first aid on OYA youth supervised in residential facilities.	> 1	1 to 1	<= 1	↓	0	0	0	0	0	0	0	0	0	0	0	0		Cox			
Note:			Updated: Q1, Q2, Q3, Q4			Current target: 1.																	
OM 3	Youth are healthy (composite)	Average of (1) Youth are healthy - immunizations, (2) Youth are healthy - Chlamydia, and (3) Youth are healthy - obesity.	< 85	85 to 90	>= 90	↑	97.8	99.1	97.5	99.1	98.5	97.97	99.2	99.27	99.1	100	99.4	100		Adams			
Note: Ultimate target = 100%			Updated: Q1, Q2, Q3, Q4			Current target: 99.																	
OM 3a	Youth are healthy - immunizations	Percent of youth who are up to date on immunizations three months after entering OYA.	< 85	85 to 90	>= 90	↑	95.2	97.5	96.5	97.7	97	94.6	97	88.6	97.6	100	99.1	100		Adams			
Note: Ultimate target = 100%			Updated: Q1, Q2, Q3, Q4			Current target: 99.																	
OM 3b	Youth are healthy - Chlamydia	Number of youth who undergo Chlamydia testing while on intake unit divided by number of youth on intake unit for the same quarter.	< 85	85 to 90	>= 90	↑	99.1	100	94.8	100	99.6	99.1	98.4	100	96.1	100	99.2	100		Adams			
Note: Ultimate target = 100%			Updated: Q1, Q2, Q3, Q4			Current target: 99.																	
OM 3c	Youth are healthy - obesity	Number of youth who are assessed for obesity during initial physical exam divided by number of youth who receive a physical exam.	< 85	85 to 90	>= 90	↑	99.1	100	96.3	100	100	100	99.2	100	99.6	100	99.6	100		Adams			
Note: Ultimate target = 100%			Updated: Q1, Q2, Q3, Q4			Current target: 99.																	
OM 4	Youth have transition services	Percent of youth released from close custody who are receiving transition services per criminogenic risk and needs (domains) identified in OYA case plan (KPM 9).	< 70	70 to 80	>= 80	↑	91.5	85.3	84.3	88.5	83.1	79.6	95.2	86.7	84.1	88.7	85.2	90.3		Cox			
Note:			Updated: Q1, Q2, Q3, Q4			Current target: 85.																	
OM 5	Youth engage in positive activities	Percent of individual facility goals met for structured activities and participation in treatment.				↑														McClellan			
Data issue: Establishing new practices for tracking these activities			Updated: not reported			Current target: not set																	
OM 6a	Youth receive case management - facility	Percent of close custody youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission (KPM 7).	< 65	65 to 90	>= 90	↑											67.3	56.6	59.3	61.3	61.8		McClellan
Pilot measure:			Updated: Q1, Q2, Q3, Q4			Current target: 95.																	
OM 6b	Youth receive case management - probation	Percent of probation youth whose records indicate active domains in an OYA case plan as identified in the OYA/RNA, within 60 days of commitment or admission (KPM 7)	< 65	65 to 90	>= 90	↑											88.4	83.1	80.1	74.4	89.7		Cox

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								Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016					
Pilot measure:			Updated: Q1, Q2, Q3, Q4					Current target: 80.																
OM 7a	Youth have family involvement - facility	Percent of youth whose families actively participate in their youth's MDT process.	< 45	45 to 60	>= 60	↑					50.5	48.6	47.2	44.3	50.4	53.1	48.2	49.6	48.	49.9	52.1	✓		Fuimaono
Note: Pilot data based on new report. Results do not exclude families where involvement is contraindicated.			Updated: Q1, Q2, Q3, Q4					Current target: 50.																
OM 7b	Youth have family involvement - residential	Percent of youth whose families actively participate in their youth's MDT process.																						Cox
Data issue: Measure result pending development of a new report.			Updated: not reported					Current target: not set																
OM 8	Youth have appropriate lengths of stay (out-of-home)	Median length of stay for youth offenders in out-of-home care placements.	> 299	299 to 241	<= 241	↓		135	141	143	139	133	185	183	131	102	151	108			93	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4					38.7 230.																
OM 9a	Youth have few revocations	Percent of juvenile admissions to OYA facilities due to revocation during the quarter.				↓				44.	46.	43.	50.	48.	50.	38.	43.2				38.7		Cox	
Pilot measure:			Updated: Q1, Q2, Q3, Q4					Current target: not set																
OM 9b	Youth have few revocations (6-months)	The percent of youth revoked within 6 months of parole release per quarter.				↓				29.	59.	69.	32.	72.	60.	71.	59.3				61.1		Cox	
Pilot measure:			Updated: Q1, Q2, Q3, Q4					Current target: not set																
OM 10a	Staff feel safe - physical	Percent of staff who feel physically safe in their workplace. (Mean rating on 2 physical safety-related questions on the Employee Survey is positive.)	< 80	80 to 90	>= 90	↑					70.2						74.				77.4		O'Leary	
Note:			Updated: Q4					Current target: 80.																
OM 10b	Staff feel safe - emotional	Percent of staff who feel emotionally safe in their workplace. (Mean rating on 3 emotional safety-related questions on the Employee Survey is positive.)	< 80	80 to 90	>= 90	↑					55.8						62.2				66.7		O'Leary	
Note:			Updated: Q4					Current target: 80.																
OM 11	Staff are safe	Total number of SAIF injury claims during the quarter.	> 35	35 to 30	<= 30	↓		27	27	27	22	30	28	40	30	26	26	35			25	✓		O'Leary
Note: 25 total claims. Decrease of 10 claims from 3rd quarter.			Updated: Q1, Q2, Q3, Q4					Current target: 29.																
OM 12	Agency supports diversity	Percent of staff with a positive perception about diversity in the OYA workplace. (Mean rating on 2 diversity-related questions on the Employee Survey is positive.)	< 50	50 to 70	>= 70	↑					62.2						65.2				67.6	✓		Campbell
Note:			Updated: Q4					Current target: 65.																
OM 13	Employees are confident in leadership	Percent of staff who have confidence in the leadership. (Answer Strongly Agree or Agree to "My agency leaders generate high levels of motivation and commitment in the workforce" on the Employee Survey.)	< 50	50 to 70	>= 70	↑					45.1						45.2				47.6		O'Leary	
Note:			Updated: Q4					Current target: 50.																
OM 14	Employees trust leadership	Percent of staff who trust what management says. (Answer Strongly Agree or Agree to "I trust OYA leadership" on the Employee Survey.)	< 50	50 to 70	>= 70	↑					54.1						52.1				58.5	✓		O'Leary
Note:			Updated: Q4					Current target: 55.																

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								Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016					
Pilot measure:			Updated: Q1, Q2, Q3, Q4					Current target: 80.																
OM 7a	Youth have family involvement - facility	Percent of youth whose families actively participate in their youth's MDT process.	< 45	45 to 60	>= 60	↑					50.5	48.6	47.2	44.3	50.4	53.1	48.2	49.6	48.	49.9	52.1	✓		Fuimaono
Note: Pilot data based on new report. Results do not exclude families where involvement is contraindicated.			Updated: Q1, Q2, Q3, Q4					Current target: 50.																
OM 7b	Youth have family involvement - residential	Percent of youth whose families actively participate in their youth's MDT process.																						Cox
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OM 8	Youth have appropriate lengths of stay (out-of-home)	Median length of stay for youth offenders in out-of-home care placements.	> 299	299 to 241	<= 241	↓		135	141	143	139	133	185	183	131	102	151	108			93	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4					38.7 230.																
OM 9a	Youth have few revocations	Percent of juvenile admissions to OYA facilities due to revocation during the quarter.				↓				44.	46.	43.	50.	48.	50.	38.	43.2				38.7			Cox
Pilot measure:			Updated: Q1, Q2, Q3, Q4					Current target: not set																
OM 9b	Youth have few revocations (6-months)	The percent of youth revoked within 6 months of parole release per quarter.				↓				29.	59.	69.	32.	72.	60.	71.	59.3				61.1			Cox
Pilot measure:			Updated: Q1, Q2, Q3, Q4					Current target: not set																
OM 10a	Staff feel safe - physical	Percent of staff who feel physically safe in their workplace. (Mean rating on 2 physical safety-related questions on the Employee Survey is positive.)	< 80	80 to 90	>= 90	↑					70.2						74.				77.4			O'Leary
Note:			Updated: Q4					Current target: 80.																
OM 10b	Staff feel safe - emotional	Percent of staff who feel emotionally safe in their workplace. (Mean rating on 3 emotional safety-related questions on the Employee Survey is positive.)	< 80	80 to 90	>= 90	↑					55.8						62.2				66.7			O'Leary
Note:			Updated: Q4					Current target: 80.																
OM 11	Staff are safe	Total number of SAIF injury claims during the quarter.	> 35	35 to 30	<= 30	↓		27	27	27	22	30	28	40	30	26	26	35			25	✓		O'Leary
Note: 25 total claims. Decrease of 10 claims from 3rd quarter.			Updated: Q1, Q2, Q3, Q4					Current target: 29.																
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Note:			Updated: Q4					Current target: 65.																
OM 13	Employees are confident in leadership	Percent of staff who have confidence in the leadership. (Answer Strongly Agree or Agree to "My agency leaders generate high levels of motivation and commitment in the workforce" on the Employee Survey.)	< 50	50 to 70	>= 70	↑					45.1						45.2				47.6			O'Leary
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OM 15	Employees are engaged	Percent of staff who are engaged with their work at OYA. (Mean rating on 6 engagement-related questions on the Employee Survey is positive.)	< 50	50 to 70	>= 70	↑					66.4			68.2			72.8	✓		O'Leary	
Note:			Updated: Q4				Current target: 65.														
OM 16	Employee overtime use is low	Average monthly facility-wide mandated overtime in hours.	> 220	220 to 170	<= 170	↓			214	252.3	195	330	220.8	211	175	173.39	140.11	156.94	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 165.														
OM 17	Agency performs to budget	Percent of programs at or below their allocated budget.				↑															Shibley
Data issue:			Updated: Q1, Q2, Q3, Q4				Current target: not set														
OM 18a	The public is safe - probation	36-month recidivism rate of youth committed to OYA probation (KPM 13c).	> 22.77	22.77 to 20.79	<= 20.79	↓		22.1				21.2				17.7					Cox
Note: FYTD Probation = 22.2% (71 recidivist / 320 youth)			Updated: Q2				Current target: 19.8														
OM 18b	The public is safe - parole	36-month recidivism rate of youth released to OYA parole (KPM 12c).	> 35.65	35.65 to 32.55	<= 32.55	↓		22.1				30.8				29.8					Cox
Note: FYTD Parole = 28.7% (58 recidivists / 202 youth)			Updated: Q2				Current target: 31.														
OM 18c	The public is safe - DOC	36-month recidivism rate of DOC youth released to post-prison supervision from OYA close custody.				↓		24				21.6				30.9					McClellan
Note: FYTD DOC = 14.1% (13 recidivist / 92 youth)			Updated: Q2				Current target:														
OP 1.0 Managing youth and staff safety																					
OP 1.1	Youth runaways	Number of runaway youth from residential providers and foster care homes per quarter (KPM 2).	> 75	75 to 61	<= 61	↓	94	104	119	49	65	72	92	80	82	74	85	65	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 80.														
OP 1.2	Escapes	Number of youth escapes from youth correctional facilities and transition programs per quarter (KPM 1).	> 3	3 to 3	<= 3	↓	0	1	0	0	1	1	1	0	0	2	0	1	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 1.														
OP 1.3	Youth-on-staff assaults	Assaults on staff per 100 person-days of youth confinement.	> 0.06	0.06 to 0.03	<= 0.03	↓				0.061	0.036	0.047	0.075	0.048	0.032	0.059	0.041	0.046			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 0.03														
OP 1.4	Youth-on-youth assaults	Assaults on youth per 100 person-days of youth confinement.	> 0.15	0.15 to 0.08	<= 0.08	↓				0.089	0.115	0.075	0.126	0.082	0.133	0.091	0.12	0.137			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 0.1														
OP 1.5	Sexual behavior allegations	Average number of sexual behavior allegations in facilities that are reviewed by the PREA coordinator per month.				↓	65	33	29	38.7	28	38	76	40	29	31	43	30			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: not set														
OP 1.6	Facility staff safety	Percent of facility staff who do not fear for their safety at work.	< 80	80 to 90	>= 90	↑		80				73	84.3		65.1	70.5		79.4			McClellan

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							Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016			
OM 15	Employees are engaged	Percent of staff who are engaged with their work at OYA. (Mean rating on 6 engagement-related questions on the Employee Survey is positive.)	< 50	50 to 70	>= 70	↑					66.4			68.2			72.8	✓		O'Leary	
Note:			Updated: Q4				Current target: 65.														
OM 16	Employee overtime use is low	Average monthly facility-wide mandated overtime in hours.	> 220	220 to 170	<= 170	↓			214	252.3	195	330	220.8	211	175	173.39	140.11	156.94	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 165.														
OM 17	Agency performs to budget	Percent of programs at or below their allocated budget.				↑															Shibley
Data issue:			Updated: Q1, Q2, Q3, Q4				Current target: not set														
OM 18a	The public is safe - probation	36-month recidivism rate of youth committed to OYA probation (KPM 13c).	> 22.77	22.77 to 20.79	<= 20.79	↓		22.1				21.2				17.7					Cox
Note: FYTD Probation = 22.2% (71 recidivist / 320 youth)			Updated: Q2				Current target: 19.8														
OM 18b	The public is safe - parole	36-month recidivism rate of youth released to OYA parole (KPM 12c).	> 35.65	35.65 to 32.55	<= 32.55	↓		22.1				30.8				29.8					Cox
Note: FYTD Parole = 28.7% (58 recidivists / 202 youth)			Updated: Q2				Current target: 31.														
OM 18c	The public is safe - DOC	36-month recidivism rate of DOC youth released to post-prison supervision from OYA close custody.				↓		24				21.6				30.9					McClellan
Note: FYTD DOC = 14.1% (13 recidivist / 92 youth)			Updated: Q2				Current target:														
OP 1.0 Managing youth and staff safety																					
OP 1.1	Youth runaways	Number of runaway youth from residential providers and foster care homes per quarter (KPM 2).	> 75	75 to 61	<= 61	↓	94	104	119	49	65	72	92	80	82	74	85	65	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 80.														
OP 1.2	Escapes	Number of youth escapes from youth correctional facilities and transition programs per quarter (KPM 1).	> 3	3 to 3	<= 3	↓	0	1	0	0	1	1	1	0	0	2	0	1	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 1.														
OP 1.3	Youth-on-staff assaults	Assaults on staff per 100 person-days of youth confinement.	> 0.06	0.06 to 0.03	<= 0.03	↓				0.061	0.036	0.047	0.075	0.048	0.032	0.059	0.041	0.046			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 0.03														
OP 1.4	Youth-on-youth assaults	Assaults on youth per 100 person-days of youth confinement.	> 0.15	0.15 to 0.08	<= 0.08	↓				0.089	0.115	0.075	0.126	0.082	0.133	0.091	0.12	0.137			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 0.1														
OP 1.5	Sexual behavior allegations	Average number of sexual behavior allegations in facilities that are reviewed by the PREA coordinator per month.				↓	65	33	29	38.7	28	38	76	40	29	31	43	30			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: not set														
OP 1.6	Facility staff safety	Percent of facility staff who do not fear for their safety at work.	< 80	80 to 90	>= 90	↑		80				73	84.3		65.1	70.5		79.4			McClellan

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Note: <i>In-service training in development, PHD implementation, FS strategic plan focusing on behavior management strategies</i>			Updated: Q2, Q4				Current target: 85.														
OP 1.7	Isolation episodes	Average number of isolation episodes per month during the quarter,	> 275	275 to 225	<= 225	↓	306	291	286	254	261	223	273	294	269	297	341	283.3		McClellan	
active (pilot):			Updated: Q1, Q2, Q3, Q4				Current target: 250.														
OP 1.8	Isolation episode duration	Average duration of isolation episodes during the quarter (hours),				↓					27.88	24.51	26.66	25.96	27.76	23.52	22.22	25.55		McClellan	
active (pilot):			Updated: Q1, Q2, Q3, Q4				Current target: not set														
OP 2.0 Managing the youth commitment process																					
OP 2.1	Access to community services - capacity	Number of youth on wait list divided by total number of youth referred to a community program.																		Cox	
Data issue: <i>New report in development</i>			Updated: not reported				Current target: not set														
OP 2.2	Access to community services - timeliness	Elapsed time between referral and community program intake.																		Cox	
Data issue: <i>New report in development</i>			Updated: not reported				Current target: not set														
OP 2.3	Victims notified of rights	Percent of identified victims that receive notice of rights within 30 days of an OYA youth's commitment to a YCF.	< 91	91 to 97	>= 97	↑	82	80	91	84	85	99	95	95	97	96	93.2	96.		Cox	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
OP 2.4	Victims notified prior to parole	Percent of OYA youths' victims with requested rights that receive notification of parole prior to actual parole date.	< 91	91 to 97	>= 97	↑	79	70	82	21	57	83	50	41	100	95	93	93.		Cox	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
OP 3.0 Managing youth intake and assessment																					
OP 3.1a	Intake RNA completion - facility	Percent of facility youth whose RNA assessments are completed within 30 days of commitment (KPM 6).	< 85	85 to 90	>= 90	↑	95.2	95.9	88	92.5	73	85.7	96.4	100	96	87.1	88.2	94.9		McClellan	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
OP 3.1b	Intake RNA completion - probation	Percent of probation youth whose RNA assessments are completed within 30 days of commitment (KPM 6).	< 85	85 to 90	>= 90	↑	91.7	86.5	77.3	85.7	84.7	87.5	85.5	81	82.1	94.9	89.8	90.6		Cox	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 90.														
OP 3.2a	Case plan relevance to RNA (facilities)	Percent of audited case plans which reflect risk needs assessment.	< 85	85 to 90	>= 90	↑	91.3	100	100	100	92	100	98.9	97.8	100	100	100	100.		McClellan	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 100.														
OP 3.2b	Case plan relevance to RNA (field)	Percent of audited case plans which reflect risk needs assessment.	< 85	85 to 98	>= 98	↑	94.1	98.5	96.6	97.8	100	100	100	100	98.4	100	100	100.		Cox	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 98.														
OP 3.3	Intake length-of-stay	Average LOS during facility intake process.	> 80	80 to 45	<= 45	↓	23.8	25.3	25.9	47.1	58.8	28.7	24.4	29.4	38.3	46.5	35.8	41.6		McClellan	

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Note:			Updated: Q1, Q2, Q3, Q4					Current target: 35.														
OP 3.4a	Timely case plan audits - facilities	Percent of case plan audits due that were completed during the quarter.	< 85	85 to 90	>= 90	↑		92	81	83.1	88	82.5	86.1	82.5	74.5	88.5	89.3	87.7	97.1	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4					Current target: 80.														
OP 3.4b	Timely case plan audits - field	Percent of case plan audits due that were completed during the quarter.	< 85	85 to 95	>= 95	↑		97.7	93.1	97.3	94.3	100	91.7	94.4	100	99.5	96.4	96.2	98.6	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4					Current target: 95.														
OP 3.5	Initial psychological evaluations	Percent of youth receiving an initial psychological evaluation within 30 days of admission.	< 85	85 to 89	>= 89	↑		86	100	98	98	100	99	96	94	85	95	95	98.1	✓		Adams
Note:			Updated: Q1, Q2, Q3, Q4					Current target: 95.														
OP 3.6	ATOD assessments	Percent of youth receiving ATOD assessment within 30 days of admission to a certified OYA facility ATOD program.	< 70	70 to 80	>= 80	↑			54	60.5	66	68	75.27	71.6	77.33	84.3	88	94	84.4	✓		Fuimaono
Note:			Updated: Q1, Q2, Q3, Q4					Current target: 80.														
OP 4.0 Managing youth health care																						
OP 4.1	Suicidal risk assessment	Number of youth assessed for suicide risk within one hour of intake divided by total number of youths entering intake during the quarter.	< 99	99 to 99	>= 99	↑		100	88.4													Fuimaono
Data issue: Report is now prototyped and in review by Treatment Services.			Updated: Q1, Q2, Q3, Q4					Current target: 100.														
OP 4.2	Treatment service delivery	Percentage of treatment interventions provided per psychological intake recommendation.																				Fuimaono
Data issue: Mental health breakthrough workgroup is finalizing the form.			Updated: not reported					Current target: not set.														
OP 4.3	Response to psychology referrals - timeliness	Average length of time between psychology referral and first session with provider (psychologist/psychiatrist).																				Fuimaono
Data issue: Working on data integrity and development of a new JJIS report			Updated: not reported					Current target: not set														
OP 4.4	Medical exam and care plan development	Number of youth who get a physical exam and their identified medical needs assessed within 7 days of entering close custody divided by number of youths entering close custody during that quarter.	< 80	80 to 90	>= 90	↑		97	97.7	95.8	98.9	100	99.1	88.4	98.6	99.2	94.3	93.8	100	✓		Adams
Note: Ultimate target = 100%			Updated: Q1, Q2, Q3, Q4					Current target: 99.														
OP 4.5	Dental care	Percent of youth receiving oral hygiene instruction within three months of intake.	< 85	85 to 90	>= 90	↑		100	94	79.2	80.7	86.9	85.8	81.8	85.8	98.2	95.9	97.3	94.7			Adams
Note:			Updated: Q1, Q2, Q3, Q4					Current target: 100.														
OP 4.6a	Medication administration errors - medication	Average number of errors committed while administering medications during a 30-day period at all facilities due to giving the wrong medication.	> 5	5 to 1	<= 1	↓		4	2.3	2.3	1.7	1.7	1	0.3	1.3	1	1.7	1.7	0.3			Adams
Note: Ultimate target = 0			Updated: Q1, Q2, Q3, Q4					Current target: 0.														
OP 4.6b	Medication administration errors - dosage	Average number of errors committed while administering medications during a 30-day period at all facilities due to giving the wrong dose.	> 5	5 to 1	<= 1	↓		7.3	4.3	2.7	4.3	3	1.7	2	7.7	26	14	12	4			Adams
Note: Ultimate target = 0			Updated: Q1, Q2, Q3, Q4					Current target: 0.														

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ID	Measure	Definition	Red	Yellow	Green	Discontinued	Data collection period																Target Met	Trend	Owner
							Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016							
OP 4.6c	Medication administration errors - timeliness	Average number of errors committed while administering medications during a 30-day period at all facilities due to giving at the wrong time.	> 5	5 to 1	<= 1	↓	7.7	6.6	5.3	7.1	5.1	1.1	6.3	2.1	3.1	3.7	4.3	9.7		Adams					
Note: Ultimate target = 0			Updated: Q1, Q2, Q3, Q4				Current target: 0.																		
OP 4.6d	Medication administration errors - youth	Average number of errors committed while administering medications during a 30-day period at all facilities due to giving medication to the wrong youth.	> 0	0 to 0	<= 0	↓	0.5	0.3	0.1	0.7	2.3	0.1	0.1	0.2	0.7	0.1	0.1	0.3		Adams					
Note: Ultimate target = 0			Updated: Q1, Q2, Q3, Q4				Current target: 0.																		
OP 4.6e	Medication administration errors - documentation	Average number of errors committed while administering medications during a 30-day period at all facilities, where the error is no documentation.	> 20	20 to 16	<= 16	↓	66.3	60.6	115.7	47.1	26.1	47.7	76.7	73.7	58.3	33.7	37.7	34.1		Adams					
Note: Ultimate target = 0			Updated: Q1, Q2, Q3, Q4				Current target: 10.																		
OP 4.6f	Medication administration errors - availability	Average number of errors committed while administering medications during a 30-day period at all facilities due to medication unavailable.	> 10	10 to 5	<= 5	↓	3.1	2.3	1.6	8.3	8.7	3.1	1.3	0.1	2.3	1.3	2.3	0.1	✓	Adams					
Note: Ultimate target = 0			Updated: Q1, Q2, Q3, Q4				Current target: 2.																		
OP 4.7	Immunization administration	Number of facility youth leaving OYA who are current on immunizations divided by total number of youths leaving OYA close custody facilities.	< 80	80 to 90	>= 90	↑	100	97.6	96.5	93.6	97.6	95.7	94.1	94.5	97.6	98.6	99.2	100	✓	Adams					
Note: Ultimate target = 100%			Updated: Q1, Q2, Q3, Q4				Current target: 100.																		
OP 4.8	Response to sick call requests - timeliness	Number of medigrams reviewed and initiated by a nurse within 24 hours of submission during a 30-day period divided by total medigrams submitted by youth during that same period (average for the quarter).	< 80	80 to 90	>= 90	↑	94.5	94.7	94.9	96.4	94.1	93.9	96.4	96.1	95.6	96.7	95.2	96.9		Adams					
Note: Ultimate target = 100%			Updated: Q1, Q2, Q3, Q4				Current target: 100.																		
OP 5.0 Providing basic services																									
OP 5.1	Access to family - visits	Percent of facility youth receiving at least one visitor, including video visits (monthly average).	< 50	50 to 60	>= 60	↑	51.1	56.1	55.9	53.3	54.9	56.1	55.8	52.3	54.8	57.1	54.5	56	✓	Fuimaono					
Note: Adding/evaluating technical options that will provide greater access (e.g., GoToMeeting, Skype)			Updated: Q1, Q2, Q3, Q4				Current target: 55.																		
OP 5.2	Access to family - calls	Average number of phone calls with family per facility youth per month.	< 5.5	5.5 to 6	>= 6	↑	6.1	6.7	6.7	7.2	6.7	7.1	7.1	7.1	7.1	7.1	7.1	7.8	✓	McClellan					
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 6.																		
OP 5.2a	Access to family - no contact	Number of facility youth who receive no visit or contact during quarter.				↓														McClellan					
Note: Not an agency-wide measure; being piloted as a local measure in facilities.			Updated: Q1, Q2, Q3, Q4				Current target: not set																		
OP 5.3	Participation in cultural groups	Number of distinct facility youth participating in cultural support groups during the quarter.	< 275	275 to 300	>= 300	↑	210	202	154	203	194	139	99	113	336	380	224			Campbell					
Note: Target and ranges increased by 100 in Q4. Previously 224 would have been green, now it is red.			Updated: Q1, Q2, Q3, Q4				Current target: 275.																		
OP 5.4	Grievance system responsiveness	Percent of interviewed youth who report filing a grievance within the last six months who said it was taken care of in some way while at this facility.	< 40	40 to 60	>= 60	↑	60.38		58.33		50		55.74		60.8		70.59	✓	McClellan						
Note:			Updated: Q2, Q4				Current target: 60.																		

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ID	Measure	Definition	Red	Yellow	Green	Bestred Direction	Data collection period												Target Met	Trend	Owner	
							Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016				
OP 6.0 Managing youth reformation services																						
OP 6.1	Residential program performance	Percentage of BRS domains in compliance out of BRS required domains.	< 80	80 to 90	>= 90	↑	57.	77.	77.	89.	78.	85.	93.	92.	88.	92.	97.	93.	✓		Cox	
Note: 456/491 applicable domains			Updated: Q1, Q2, Q3, Q4				Current target: 90.															
OP 6.2a	Educational services - special programming (facility)	Percent of youth with special program needs committed to OYA close custody for more than 60 days who receive the services prescribed in their education plan (KPM 8).	< 80	80 to 90	>= 90	↑	88.4	88.5	86.4	85.3	84.9	85.8	86.5	85.1	85.1	86.7	86.3	86.8			Fuimaono	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 90.															
OP 6.2b	Educational services - special programming (probation)	Percent of youth with special program needs committed to OYA probation for more than 60 days who receive the services prescribed in their education plan (KPM 8).	< 80	80 to 90	>= 90	↑	92.6	93.5	94.	92.3	92.3	92.3	90.2	88.8	86.4	91.3	92.2	93.			Cox	
Note			Updated: Q1, Q2, Q3, Q4				Current target: 95.															
OP 6.3	Treatment assessment	Placeholder.																			Fuimaono	
Placeholder: Definition pending YRS and PEC			Updated: not reported				Current target: not set															
OP 6.4	Treatment progress	Percent of youth who demonstrate improvement in thinking skills, as indicated through pre/post testing using the "Thinking Skills Inventory."	< 50	50 to 74	>= 74	↑	68.	73.	58.	57.	61.	62.	45.	55.	27.3						Fuimaono	
Pilot measure:			Updated: Q1, Q2, Q3, Q4				Current target: 75.															
OP 6.5	School and work engagement - field	Percent of youth living in OYA family foster care, independently, or at home (on OYA parole/probation) who are engaged in school, work, or both within 30 days of placement (KPM 10).	< 59	59 to 66	>= 66	↑	69.	76.1	62.1	74.4	74.6	72.7	65.9	78.	79.5	78.2	86.4	76.6			Cox	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 80.															
OP 6.6	Restitution paid	Percent of restitution paid on restitution orders closed during the quarter (includes restitution orders of \$10,000 or less) (KPM 11).	< 34	34 to 38	>= 38	↑	63.2	29.5	80.5	41.4	33.4	36.7	46.3	24.9	47.7	59.5	58.7	34.3			Cox	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 40.															
OP 6.7	Treatment fidelity	Placeholder.																			Fuimaono	
Placeholder: Pending YRS and PEC			Updated: not reported				Current target: not set															
OP 6.8	Initial MDT completion	Percent of youth whose MDT was completed within 30 days of a new facility placement.																			McClellan	
Data issue:			Updated: not reported				Current target: not set															
OP 6.9	Post-secondary programs (facility)	Percent of eligible youth enrolled in a vocational training program or college (VESOY program).				↑															McClellan	
Data issue:			Updated: Q1, Q2, Q3, Q4				Current target: not set															
SP 1.0 Communicating with internal and external stakeholders																						
SP 1.1	Executive notifications	Number of incident notifications received by the Communications Office from outside sources before an internal notification occurred.	> 1	1 to 0	<= 0	↓						4	1.	1.	0.	1.	0.	0.	0.	✓		Evans
Pilot measure:			Updated: Q1, Q2, Q3, Q4				Current target: 0.															

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ID	Measure	Definition	Status				Data collection period												Target Met	Trend	Owner
			Red	Yellow	Green	Disabled/Disruption	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016			
SP 1.2	Executive communications	Number of email messages and other written communications distributed by Cabinet members to their service areas and/or OYA World (average messages per month).	< 3	3 to 4	>= 4	↑	4.3	8.7		11.6	3	4.7	11	3	1.5	8	10	15	✓		Evans
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 4.														
SP 1.3	Message generation	Percent of OYA media coverage generated by OYA (monthly average).	< 55	55 to 60	>= 60	↑	74.6	58.2		85	85	80.5	72	48	83	83	85	84	✓		Evans
Note: Total media mentions = 150; generated by OYA = 130			Updated: Q1, Q2, Q3, Q4				Current target: 75.														
SP 1.4	Public reputation	Percent of OYA media coverage with neutral or positive mention of OYA (monthly average).	< 85	85 to 90	>= 90	↑	100	98.2		100	98	100	98	94	93	100	100	100	✓		Evans
Note: During November, one negative comment about OYA was made in the feed in the Statesman's online comments about the Governor's budget priorities.			Updated: Q1, Q2, Q3, Q4				Current target: 100.														
SP 1.5	Public engagement	Average number of volunteer hours per youth in close custody per month.	< 1.5	1.5 to 2.5	>= 2.5	↑	1.95	3.14	2.72	2.19	2.58	2.78	2.17	2.1	1.98	2.77	2.62	2.49	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 2.														
SP 2.0 Conducting strategic and operations planning																					
SP 2.1	Breakthrough initiatives	Placeholder.																			O'Leary
Placeholder:			Updated: not reported				Current target: not set														
SP 2.2	Current agency policies	Percent of OYA policies reviewed for change or repeal within a two-year review cycle.	< 85	85 to 95	>= 95	↑	94	94	96	95	94	94	94	92	95	96	96	96	✓		O'Leary
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
SP 3.0 Evaluating and improving performance																					
SP 3.1	Idea implementation	Number of improvement ideas generated by staff and adopted per employee.																			O'Leary
Data issue: Pending lean daily mgt system			Updated: not reported				Current target: not set														
SP 3.2	Staff involvement	Number of designated QTRs scheduled divided by number of designated QTRs.	< 80	80 to 90	>= 90	↑	100	100	91.9	100	100	91.6	97	87	97	97	87.5	94	✓		O'Leary
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 90.														
SP 3.3	Measures improving	Percent of measures updated in the current quarter that improved or had no room to improve.				↑	49	55	47	48	48	52.5	46	51	51	69	45.8	59.6			O'Leary
active (pilot):			Updated: Q1, Q2, Q3, Q4				Current target: not set														
SP 3.4	Measures meeting target	Percent of measures updated in the current quarter that met their targets.				↑	48	49	55	44	46	52.7	50	42	62.1	63.7	48.2	57.9			O'Leary
active (pilot):			Updated: Q1, Q2, Q3, Q4				Current target: not set														
SP 3.5	Outcome evaluation effectiveness	Percent of evaluations demonstrating effectiveness.																			O'Leary
Data issue: No data yet			Updated: not reported				Current target: not set														

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ID	Measure	Definition	Red	Yellow	Green	Desired Direction	Data collection period												Target Met	Trend	Owner
							Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016			
SP 3.6	Timely PSO cases	Percent of PSO cases completed in timeframe. Average of a) percent of investigations completed within 60 days of opening the case and b) percent of incidents completed within 30 days of opening the case.	< 80	80 to 90	>= 90	↑	82	70	86	70.5	90	75	85.6	50	81.5	96	83.5	92.5	✓		Manley
Note: 17 of 17 qualified investigations completed in 60 days, 153 of 181 qualified incidents completed within 30 days.			Updated: Q1, Q2, Q3, Q4				Current target: 90.														
SP 3.7	Investigation disposition outcome	Percent of closed investigative cases that have a determinable outcome either substantiating or unsubstantiating the case. (Cases unable to be determined will lower the measure.)	< 65	65 to 75	>= 75	↑	100	100	67	100	100	84	82	92	81	100	100	100	✓		Manley
Note: 17 of 17 qualified investigative cases determined, 0 were unable to determine.			Updated: Q1, Q2, Q3, Q4				Current target: 75.														
SP 3.8	Timely response to hotline	Percent of hotline calls that are returned by the end of the next business day following retrieval of the message.	< 90	90 to 95	>= 95	↑	99	94	95	97	100	95	95	90	90	99	93	93	✓		Manley
Note: 71 of 76 Hotline calls returned within 24 hours.			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
SP 4.0 Managing organizational finances																					
SP 4.1a	SPOTS card usage - errors	Number of errors identified during the cardholder review of purchase logs divided by the total number of transactions reviewed.	> 25	25 to 10	<= 10	↓	11	16	36	26	11	14	12	13	24	22	35			Shibley	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 10.														
SP 4.1b	SPOTS card usage - negligence	Number of SPOTS card purchases that were negligent.	> 1	1 to 0	<= 0	↓	1	1	0	4	5	0	0	0	0	1	0			Shibley	
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 0.														
SP 4.2a	Payroll accuracy - DAS	Percentage of over/under payments due to DAS error.	> 5	5 to 1	<= 1	↓	0	0	0	0	0	0	0	0	0	0	0	0	✓		Shibley
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 1.														
SP 4.2b	Payroll accuracy - OYA	Percentage of over/under payments due to OYA error.	> 5	5 to 1	<= 1	↓	1.4	0	0.21	0.24	0.87	0.88	0.48	0.68	0.71	0.81	0.83	0.48	✓		Shibley
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 1.														
SP 4.3	Collection efforts	Percent of payments due during the quarter that were received within 45 days of invoice date.	< 85	85 to 90	>= 90	↑			80.44	86.33	86.31	84.04	84.05	79.84	87.28	88.58	87.2	89.86	✓		Shibley
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
SP 4.4	Travel claims	Number of errors divided by the number of claims.	> 10	10 to 5	<= 5	↓	38.6	32	65	38	25.1	38.4	31.5	25.7	26.5	14.67	10.07	9.66	✓		Shibley
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 5.														
SP 4.5	Accounting corrections	Number of accounting corrections processed divided by the number of accounting transactions processed.	> 10	10 to 5	<= 5	↓	0.3	0.4	2	2.33	3.3	1.94	1.1	3.1	3.76	1.1	0.85	0.41	✓		Shibley
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 5.														
SP 5.0 Developing human resources																					
SP 5.1	Time loss due to injury - claims	Percent of Workers Comp claims filed during the quarter that result in time loss.	> 29	29 to 26	<= 26	↓	33	22	20	32	13	39	15	27	30	25	28	36	✓		Shibley

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ID	Measure	Definition	Red	Yellow	Green	Discontinued	Data collection period												Target Met	Trend	Owner		
							Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016					
Note: <i>Time loss claims remain steady at 9 but time loss percent increased because overall claims decreased from 35 to 25 (time loss claims / total claims).</i>			Updated: Q1, Q2, Q3, Q4				Current target: 24.																
SP 5.2	Applicant diversity	Total number of disclosed affirmative action designations divided by total number of applicants.	< 5	5 to 8	>= 8	↑	25	26	35	29	44	34	31	36	34	29	36	34	✓		Shibley		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 10.																
SP 5.3a	I-Learn training completion - facilities	Number of new facility employees who have taken the mandatory training within 8 weeks of hire divided by the total number of facility employees required to take the training.	< 75	75 to 85	>= 85	↑	48	22.2	50	75	100	89	76	100	95	87	85.5	88	✓		Fuimaono		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 75.																
SP 5.3b	I-Learn training completion - field	Number of new field employees who have taken the mandatory training within 8 weeks of hire divided by the total number of field employees required to take the training.	< 75	75 to 85	>= 85	↑		100		100	100	100	100	100	100	100	75	100	✓		Fuimaono		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 75.																
SP 5.3c	I-Learn training completion - all others	Number of new employees outside of field and facilities who have taken the mandatory training within 8 weeks of hire divided by the total number of employees outside of field and facilities required to take the training.	< 75	75 to 85	>= 85	↑	57	20	86	42	100	90	89	100	89	93	91.8	75	✓		Fuimaono		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 75.																
SP 5.4	Hiring and oversight	Total number of employees passing trial service divided by total number of new hires.	< 76	76 to 84	>= 84	↑	100	100	96	89	100	87	88	83	91	98	98	98	✓		Shibley		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.																
SP 5.5	Performance appraisals	Number of performance appraisals received during the quarter divided by 25% of employees not on trial service.	< 50	50 to 74	>= 74	↑													51		Shibley		
Pilot measure:			Updated: Q1, Q2, Q3, Q4				Current target: 60.																
SP 6.0 Securing and managing goods, services and facilities																							
SP 6.1	Purchasing satisfaction	Percent of survey responses marked either a 4 or 5 on a scale of 1-5.	< 80	80 to 85	>= 85	↑	100	100	100	100	100	100	100	100	100	100	83.33	84.8	83.33	91.67	✓		Shibley
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 90.																
SP 6.2	Contract processing - timeliness	Percent of contracts processed in 30 days from date contract request is approved to the day the contract is sent to the vendor for signing.	< 70	70 to 85	>= 85	↑	89	83	76	84.52	88.75	81.61	89.08	88.81	88.24	88.2	88.48	92.5			Shibley		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.																
SP 6.3	Purchase order processing - timeliness	Percentage of purchase orders that are retroactive: Number of non-emergency retroactive purchase orders divided by total number of purchase orders.	> 9	9 to 6	<= 6	↓		9	7	19.2	8.9	29.5	51.3	52.5	50	31	39.3	5.7			Shibley		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 5.																
SP 6.4a	Physical plant work order responsiveness - level 1	Percent of level 1 physical plant operation emergency work orders that are completed within the prescribed response time.	< 94	94 to 100	>= 100	↑	100	96	100	94	100	100	100	100	100				75		Shibley		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 100.																
SP 6.4b	Physical plant work order responsiveness - levels 2 to 5	Percent of level 2 to 5 physical plant operation work orders that are completed within the prescribed response time.	< 80	80 to 90	>= 90	↑	97	97	92	97	100	86	91	88	87				83		Shibley		
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 90.																



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Data collection through 12/31/2016

ID	Measure	Definition	Red	Yellow	Green	Desired Direction	Data collection period																Target Met	Trend	Owner				
							Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016											
SP 7.0 Leveraging data, research and technology																													
SP 7.1a	Enterprise application uptime - JJIS/OTIS	Percent of time Oracle database is up.	< 95	95 to 99	>= 99	↑	99.98	99.97	99.95	99.99	99.95	100	99.99	99.99	99.41	99.28	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	Shibley
		Note: Manual process. Production jobs run every 15 minutes and if a job can't login to Oracle, we can count as down time.					Updated: Q1, Q2, Q3, Q4																			Current target: 99.98			
SP 7.1b	Enterprise application uptime - Network server	Percent of time state data center network is available.	< 95	95 to 99	>= 99	↑	95.807	100	100	99.87	99.87	99.94	99.98	99.85	99.57	98.97	99.95	99.95	99.95	99.95	99.95	99.95	99.95	99.95	99.95	99.95	99.95	99.95	Shibley
		Note: Nagios server to monitor servers using stored logs					Updated: Q1, Q2, Q3, Q4																			Current target: 99.98			
SP 7.1c	Enterprise application uptime - Email	Percent of time OYA email systems are available.	< 95	95 to 99	>= 99	↑	95.379	100	99.96	99.99	100	100	99.85	100	100	98.81	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	Shibley
		Note: Nagios server to monitor servers using stored logs.					Updated: Q1, Q2, Q3, Q4																			Current target: 99.5			
SP 7.1d	Enterprise application uptime - JJIS web services	Percent of time JJIS web is available.	< 95	95 to 99	>= 99	↑	95.421	99.984	100	100	100	100	97.064	99.99	99.99	99.99	99.42	100	100	100	100	100	100	100	100	100	100	100	Shibley
		Note: Nagios server to monitor servers using stored logs.					Updated: Q1, Q2, Q3, Q4																			Current target: 99.5			
SP 7.1e	Enterprise application uptime - Unified access gateway	Percent of time unified access gateway is available.	< 95	95 to 99	>= 99	↑	95.371	100	99.94	100	99.99	100	99.94	99.99	98.11	99.52	100	100	100	100	100	100	100	100	100	100	100	100	Shibley
		Note: Nagios server to monitor servers using stored logs					Updated: Q1, Q2, Q3, Q4																			Current target: 99.5			
SP 7.1f	Enterprise application uptime - OYA Net	Percent of time OYANet is accessible.	< 95	95 to 99	>= 99	↑	95.371	99.999	100	99.98	99.94	99.99	99.94	99.99	100	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	99.99	Shibley
		Note: Nagios server to monitor servers using stored logs.					Updated: Q1, Q2, Q3, Q4																			Current target: 99.5			
SP 7.1g	Enterprise application uptime - 24 x 7 facility network	Percent of time network services available at facilities.	< 95	95 to 99	>= 99	↑	95.395	99.9	99.96	99.87	99.99	99.96	99.96	99.76	99.76	99.97	99.84	99.91	99.91	99.91	99.91	99.91	99.91	99.91	99.91	99.91	99.91	99.91	Shibley
		Note: Nagios server to monitor servers using stored logs.					Updated: Q1, Q2, Q3, Q4																			Current target: 99.5			
SP 7.2	IT customer satisfaction	Percent of IS customers who report being "Very Satisfied" or "Satisfied" on customer satisfaction surveys.	< 80	80 to 90	>= 90	↑	96.52	98.9	95.6	91	94.5	97.3	88	89	94.25	95.5	95.16	97.45	97.45	97.45	97.45	97.45	97.45	97.45	97.45	97.45	97.45	97.45	Shibley
		Note: Reports 100%. Development 95.24%; Tech Services 98%					Updated: Q1, Q2, Q3, Q4																			Current target: 90.			
SP 7.3	IT project management	Percent of "projects" completed by initial projected completion date.	< 70	70 to 90	>= 90	↑	67	100	100	75	100	25	100																Shibley
		Note:					Updated: Q1, Q2, Q3, Q4																			Current target: 99.			
SP 7.4	Information security	Average score from annual DAS Information Security Business Risk Assessment (ISBRA).	< 2	2 to 4	>= 4	↑																							Shibley
		Note: Score range 0 - 5. Most recent annual audit was held early 2016 for 2015 data and reported to OYA 6/16.					Updated: Q5																			Current target: 2.5			
SP 7.5	Service desk efficiency	Percent of closed IS Work Order/Tickets completed by estimated initial service delivery date.	< 90	90 to 95	>= 95	↑	95	92	92	93	91	91	91	94	95	96	95	95	95	95	95	95	95	95	95	95	95	95	Shibley

OYA Agency-Wide - All Measures: Q4 2016 (Final)

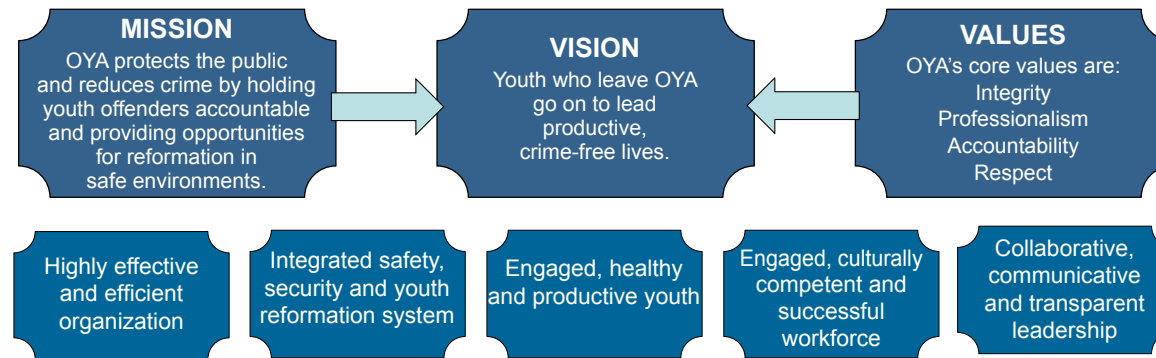
Data collection through 12/31/2016

ID	Measure	Definition	Red Yellow Green Discontinued	Data collection period												Target Met	Trend	Owner		
				Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016					
		<p>Note: There were 2,233 Requests created during Q4 2016. Of those, 2,119 (95%) were closed within the quarter. Additionally, 190 Requests created prior to 2016 Q4 were closed within the quarter. At the end of Q4 2016, there were 114 Open Requests, of which 14 were created prior to Q4 2016.</p>		Updated: Q1, Q2, Q3, Q4															Current target: 97.	
SP 7.6	Completed JJIS reports	Percent of requests expected to be completed.	< 70 70 to 79 >= 79	↑	67	50	78	50	76	59	72	64	85	75	89	86	✓		Shibley	
		<p>Note: Total expected to be completed = 14; Total closed = 12; Percentage expected were closed = 86% - 1 or 2 remain open that were expected to close in the next week.</p>			Updated: Q1, Q2, Q3, Q4															Current target: 72.
SP 7.7	Successful JJIS report uploads	Number of times the Reports database refresh fails in quarter.	> 5 5 to 3 <= 3	↓	1	1	2	2	1	1	0	1	0	1	1	1			Shibley	
		<p>Note: Reports build occurs 4x per week. 1 failures during Q4 2016. Dates and cause: Dec. 27</p>			Updated: Q1, Q2, Q3, Q4															Current target: 0.



FOUNDATIONS

KEY GOALS



OREGON YOUTH AUTHORITY
PERFORMANCE MANAGEMENT SYSTEM
FUNDAMENTALS MAP
January 1, 2017

CORE PROCESSES

PROCESS OWNERS

SUB PROCESSES

PROCESS MEASURES

Blue indicates measures with sub-measures

OUTCOME MEASURES

KEY PERFORMANCE MEASURES

	OPERATING PROCESSES						SUPPORTING PROCESSES											
	OP 1: Managing youth and staff safety	OP 2: Managing the youth commitment process	OP 3: Managing youth intake and assessment	OP 4: Managing youth health care	OP 5: Providing basic youth services	OP 6: Managing youth reformation services	SP 1: Communicating with internal and external stakeholders	SP 2: Conducting strategic and operations planning	SP 3: Evaluating and improving performance	SP 4: Managing organizational finances	SP 5: Developing human resources	SP 6: Securing and managing goods, services and facilities	SP 7: Leveraging data, research and technology					
	PC, CM, GS	PC, CM	PC, CM, MA	MA, EF	PC, CM, GS, BC	CM, PC, EF, BC	SE, CM, BC, EF	JO, PC, CM, GS	JO, PC, CM, EF	GS	GS, EF	GS	GS					
Sub Processes	<ul style="list-style-type: none"> A. Ensuring daily operations are effectively managed B. Ensuring physical plants are safe and secure C. Selecting and maintaining appropriate equipment and technical systems D. Preventing self-harm and assault of others E. Ensuring safe transportation of youth F. Deploying appropriate staffing G. Managing systems resources to maximize youth, staff and public safety H. Preventing and managing escapes and runaways I. Maintaining sanitation J. Meeting PREA standards for monitoring, responding and following up on sexual abuse allegations 	<ul style="list-style-type: none"> A. Receiving delinquency information B. Staffing cases with partner agencies C. Making referrals to treatment programs D. Recommending court actions E. Ensuring proper records management F. Validating court orders and commitment dates G. Participating in hearings and dispositional hearings H. Ensuring youth comply with legal requirements and court mandates I. Reporting progress to courts J. Ensuring victims' rights are met K. Submitting termination documents L. Terminating cases M. Exiting youth offenders 	<ul style="list-style-type: none"> A. Confirming documentation received B. Confirming first-day checklists C. Assessing criminogenic risks and needs D. Assessing physical, mental and behavioral health E. Assessing special needs F. Reviewing youth behavior during the assessment period G. Identifying appropriate treatment and placement resources H. Managing the youth offender population via a validated youth classification system I. Making recommendations to the Administrative Review Board 	<ul style="list-style-type: none"> A. Performing physical and dental evaluations B. Creating medical care plans C. Assessing and treating mental health conditions D. Screening for infectious diseases E. Educating youth and staff on health care issues F. Responding to youth health care requests (medigrams) G. Administering medications H. Administering immunizations I. Developing and maintaining health care policies and procedures J. Managing contracts for medical services and products, and with contracted primary and specialty health care providers 	<ul style="list-style-type: none"> A. Providing food services B. Providing canteen services C. Providing mail services D. Providing clothing, linens and laundry svcs. E. Providing for good hygiene F. Providing for family communications and visits G. Providing recreation opportunities H. Transferring and transporting youth I. Overseeing community out-of-home placements J. Making culturally specific services available K. Facilitating access to faith services L. Ensuring a system for grievances and appeals M. Managing youth behavior N. Providing access to courts and counsel O. Identifying and securing resource entitlements P. Managing youth funds 	<ul style="list-style-type: none"> A. Holding youth accountable B. Using assessment information to develop case plans C. Initiating case plan reformation recommendations D. Delivering case plan services E. Providing treatment F. Managing restitution to victims G. Assessing and re-assessing youth progress on an ongoing basis H. Adjusting case plans based on assessments I. Meeting case plan objectives J. Engaging families in reformation K. Providing educational and vocational services L. Managing re-entry and/or transitions M. Closing cases 	<ul style="list-style-type: none"> A. Developing and implementing communication strategies B. Developing communication materials C. Managing internal communications D. Managing external communications E. Involving citizens as advisors and volunteers F. Monitoring outcomes 	<ul style="list-style-type: none"> A. Identifying trends and changing needs B. Complying with new legal mandates C. Defining current state of agency operations and program delivery D. Defining the desired future state of agency operations and program delivery E. Identifying the gaps between the current and desired future states F. Identifying the financial and other resources needed to close the gap G. Developing implementation plans H. Developing timelines and measures I. Conducting target reviews and making adjustments as required J. Maintaining emergency response plan K. Keeping agency rules and policies compliant with laws and standards. 	<ul style="list-style-type: none"> A. Defining baseline (current state of strengths and weaknesses) B. Identifying industry benchmarks using research-based best practices C. Setting outcome and process targets D. Identifying the gaps between the current state and the desired targets E. Prioritizing initiatives F. Implementing process improvements G. Monitoring outcomes and adjusting actions as needed H. Conducting program evaluations I. Conducting regular internal audits to reduce agency risk J. Responding to reports of youth and staff misconduct 	<ul style="list-style-type: none"> A. Establishing budgets B. Managing accounting C. Managing payroll D. Managing cash E. Managing accounts payable F. Managing accounts receivable G. Managing reporting H. Managing assets I. Ensuring compliance 	<ul style="list-style-type: none"> A. Identifying human resources needs B. Recruiting, hiring and retaining a diverse workforce C. Orienting new employees D. Providing training, coaching, mentoring and development opportunities E. Managing worker compensation and SAIF claims F. Reviewing and evaluating performance G. Managing succession planning H. Assessing classification and managing compensation I. Coordinating bargaining agreements J. Recognizing performance K. Coordinating the employee exit process 	<ul style="list-style-type: none"> A. Determining needs B. Understanding and applying ORSs and OARs specific to contracting and procuring C. Determining appropriate procurement method (e.g., purchase order, request for proposal, three bids) D. Contracting and procuring goods and services E. Efficiently operating and maintaining physical plants F. Monitoring delivery of services and products G. Approving invoices for payment H. Reporting and closing budget cycles I. Conducting evaluation services 	<ul style="list-style-type: none"> A. Governing IT B. Delivering enterprise business applications (non-JJIS) C. Delivering and maintaining JJIS D. Optimizing value of technology E. Providing business intelligence and research 					
Process Measures	OP 1.1: Runaways OP 1.2: Escapes OP 1.3: Youth-on-staff assaults OP 1.4: Youth-on-youth assaults OP 1.5: Sexual behavior allegations OP 1.6: Facility staff safety	OP 2.1: Access to community services – capacity OP 2.2: Access to community services – timeliness OP 2.3: Victims notified of rights OP 2.4: Victims notified prior to parole	OP 3.1: Intake RNA completion OP 3.2: Case plan relevance to RNA OP 3.3: Intake length-of-stay OP 3.4: Timely case plan audits OP 3.5: Initial psychological evaluations OP 3.6: ATOD assessments	OP 4.1: Suicidal risk assessment OP 4.2: Treatment service delivery OP 4.3: Response to psychology referrals – timeliness OP 4.4: Medical examination and care plan development OP 4.5: Dental care OP 4.6: Medication administration errors OP 4.7: Immunization administration OP 4.8: Response to sick call requests – timeliness	OP 5.1: Access to family – visits OP 5.2: Access to family – calls OP 5.3: Participation in cultural groups OP 5.4: Grievance system responsiveness	OP 6.1: Residential program performance OP 6.2: Educational services - special programming OP 6.3: Treatment assessment OP 6.4: Treatment progress OP 6.5: School and work engagement - field OP 6.6: Restitution paid OP 6.7: Treatment fidelity OP 6.8: Initial MDT completion OP 6.9: Post-secondary programs - facility	SP 1.1: Executive notifications SP 1.2: Executive communications SP 1.3: Message generation SP 1.4: Public reputation SP 1.5: Public engagement	SP 2.1: Breakthrough performance initiatives SP 2.2: Current agency policies	SP 3.1: Idea implementation SP 3.2: Staff involvement SP 3.3: Measures showing improvement (pilot) SP 3.4: Measures meeting target (pilot) SP 3.5: Outcome evaluation effectiveness SP 3.6: Timely PSO cases SP 3.7: Investigation disposition outcomes SP 3.8: Timely response to hotline	SP 4.1: SPOTS card usage SP 4.2: Payroll accuracy SP 4.3: Collection efforts SP 4.4: Travel claims SP 4.5: Accounting corrections	SP 5.1: Time loss due to injury SP 5.2: Applicant diversity SP 5.3: iLearn training completion SP 5.4: Hiring and oversight SP 5.5: Performance appraisals	SP 6.1: Purchasing satisfaction SP 6.2: Contract processing – timeliness SP 6.3: Purchase order processing - timeliness SP 6.4: Physical plant work order responsiveness	SP 7.1: Enterprise application uptime SP 7.2: IT customer satisfaction SP 7.3: IT project management SP 7.4: Information security SP 7.5: Service desk efficiency SP 7.6: Completed JJIS reports SP 7.7: Successful JJIS report uploads					
Outcome Measures	OM 1: Youth feel safe	OM 2: Youth are safe	OM 3: Youth are healthy	OM 4: Youth have transition services	OM 5: Youth engage in positive activities	OM 6: Youth receive case management	OM 7: Youth have family involvement	OM 8: Youth have appropriate lengths of stay	OM 9: Youth have few revocations	OM 10: Staff feel safe	OM 11: Staff are safe	OM 12: Agency supports diversity	OM 13: Employees are confident in leadership	OM 14: Employees trust leadership	OM 15: Employees are engaged	OM 16: Employee overtime use is low	OM 17: The agency performs to budget	OM 18: The public is safe
Key Performance Measures	KPM 1: Youth escapes	KPM 2: Youth runaways	KPM 3: Youth-to-youth injuries	KPM 4: Suicidal behavior	KPM 5: Intake assessment	KPM 6: Correctional treatment	KPM 7: Educational services	KPM 8: Community re-entry services	KPM 9: School and work engagement	KPM 10: Restitution paid	KPM 11: Parole recidivism	KPM 12: Probation recidivism	KPM 13: Customer service					

OYA Agency-Wide - All Measures: Q4 2016 (Final)

Data collection through 12/31/2016

ID	Measure	Definition	Performance Status				Data collection period												Target Met	Trend	Owner
			Red	Yellow	Green	Desired Direction	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	Q1 2016	Q2 2016	Q3 2016	Q4 2016			
OP 3.0 Managing youth intake and assessment																					
OP 3.1a	Intake RNA completion - facility	Percent of facility youth whose RNA assessments are completed within 30 days of commitment (KPM 6).	< 85	85 to 90	>= 90	↑	95.2	95.9	88.	92.5	78.	85.7	96.4	100.	96.7	87.1	88.2	94.9			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
OP 3.1b	Intake RNA completion - probation	Percent of probation youth whose RNA assessments are completed within 30 days of commitment (KPM 6).	< 85	85 to 90	>= 90	↑	91.7	86.5	77.3	85.7	84.7	87.5	85.5	81.	82.1	94.9	83.8	90.6	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 90.														
OP 3.2a	Case plan relevance to RNA (facilities)	Percent of audited case plans which reflect risk needs assessment.	< 85	85 to 90	>= 90	↑	91.3	100.	100.	100.	92.	100.	96.9	97.6	100.	100.	100.	100.	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 100.														
OP 3.2b	Case plan relevance to RNA (field)	Percent of audited case plans which reflect risk needs assessment.	< 85	85 to 98	>= 98	↑	94.1	98.5	98.6	97.6	100.	100.	100.	100.	98.4	100.	100.	100.	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 98.														
OP 3.3	Intake length-of-stay	Average LOS during facility intake process.	> 60	60 to 45	<= 45	↓	23.6	25.3	29.9	47.1	36.8	28.7	24.4	29.4	38.3	46.5	35.6	41.6			McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 35.														
OP 3.4a	Timely case plan audits - facilities	Percent of case plan audits due that were completed during the quarter.	< 85	85 to 90	>= 90	↑	92.	81.	53.1	58.	62.5	56.1	62.5	74.5	58.5	59.3	67.7	97.1	✓		McClellan
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 80.														
OP 3.4b	Timely case plan audits - field	Percent of case plan audits due that were completed during the quarter.	< 85	85 to 95	>= 95	↑	97.7	93.1	97.3	94.3	100.	91.7	94.4	100.	98.5	98.4	96.2	98.6	✓		Cox
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
OP 3.5	Initial psychological evaluations	Percent of youth receiving an initial psychological evaluation within 30 days of admission.	< 85	85 to 89	>= 89	↑	98.	100.	98.	98.	100.	99.	98.	94.	85.	95.	95.	98.1	✓		Adams
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 95.														
OP 3.6	ATOD assessments	Percent of youth receiving ATOD assessment within 30 days of admission to a certified OYA facility ATOD program.	< 70	70 to 80	>= 80	↑		54.	60.5	66.	68.	75.27	71.6	77.33	84.3	68.	94.	84.4	✓		Fuimaono
Note:			Updated: Q1, Q2, Q3, Q4				Current target: 80.														