

**JMATE**2010

# Juvenile Probation Case Management Reform: The Triumphs and Challenges of Implementing and Sustaining a New Model

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# MCASP Reform: A New Way of Doing Business at DJS

- Maryland Comprehensive Assessment & Service Planning (MCASP)

- Balanced approach to supervision and service provision
- Utilization of evidence-based tools and best practices



- Statewide – all case managers
- System wide – intake through probation/residential placement
- Data-driven/results-driven

# JARPP Lesson Learned: Organizational Context Matters!

The context for implementing MCASP:

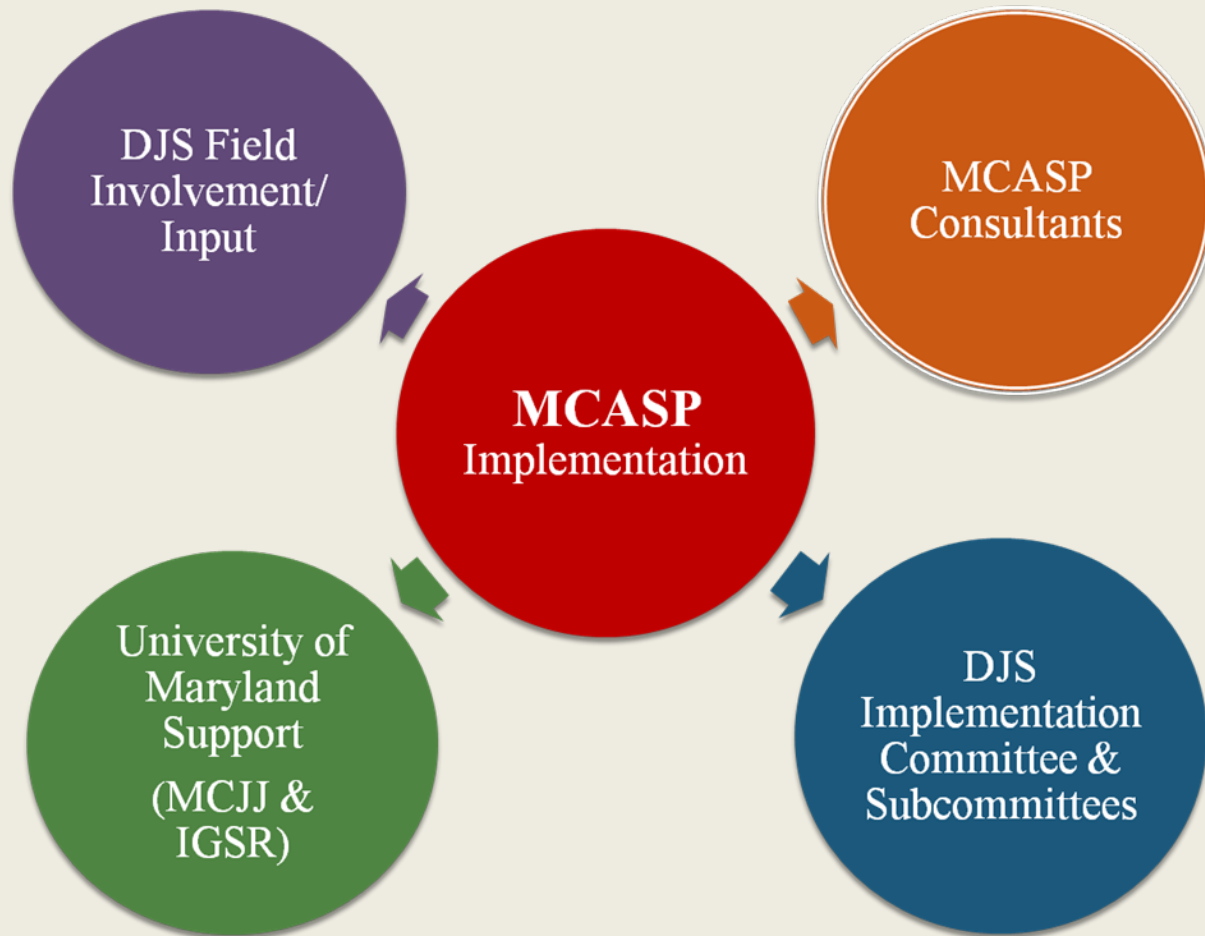
- Cynicism for new reform
  - Election, Fall 2010 → everything will change soon anyway!
- Low morale
  - Furloughs, budget cuts
- Conflicting values → Values do not emphasize family/youth
  - “Paper-pushers”; no time with youth
- Conflicting goals/initiatives → Supervision/sanctions-oriented agency
  - Violence Prevention Initiative
- Training an afterthought

# MCASP Implementation Plan: Organizational Readiness

- Bolster executive team functioning
- Coordinate among DJS administrative units
- Improve communication from HQ to field
- Conduct focus groups with field staff to understand their concerns and fears, give them a voice
- Understand and address regional differences
- Enhance trainers' skills, regionalize training structure
- Establish new policy development protocol and QA process
- Establish MCASP vision, goals, and a clear implementation plan



# MCASP Implementation Plan: Collaboration



# MCASP Implementation Plan: Key Elements

## Policy

- Ensure that all DJS policies and procedures support/align with MCASP

## IT

- Automate all MCASP tools and management reports; ensure availability of data

## Training

- Provide staff with the necessary knowledge and skills to implement MCASP

## Research

- Validate MCASP instruments; create reports to monitor implementation

## Services & Resources

- Ensure that necessary services are in place; identify gaps

# MCASP Implementation Plan: A Comprehensive Training Approach

- Executive leadership
- Front-line supervisors
- Core training
  - Focus on the HOW (skills) and WHY
  - Regionalized
- Boosters/refreshers
- Online modules/webinars
- Peer coaches
  - Train supervisors too – they must buy in!
- Learning Collaborative through MCJJ

# Triumphs

- Increased field staff involvement
- Automation of MCASP instruments
- New policy development protocol
- Regionalized trainings under development
- Management reports being created
- Improved communication with the field (e.g., MCASP portal)
- Collaboration!





# Challenges

- Changing the agency culture
- Organizational issues
  - Staff overwhelmed
  - Skepticism/cynicism
- Policy development slow
- Staff hours for training
- Tool automation incomplete/needs revisions
- Management reports not automated
- Collaboration!

