

## Rationale for a 10 Bed, Short-Term Stabilization Facility

### 1. Why Woodside and not someone else

- a. Vermont needs a no-eject/no-reject facility for justice-involved youth/youth charged in adult court.
  - They may come in the middle of the night and arrive with little advance notice.
  - Woodside is guaranteed to immediately take qualifying youth at any time. When a placement is not immediately available, stand-by FSW must supervise youth. Unsafe situation as youth may have recently used violence and would meet the criteria for Woodside.
  - Youth pose safety risk to community and themselves; cannot be placed in less secure settings until stabilized. Once stabilized, can be placed in appropriate treatment setting
  - Risk of re-offense higher in less secure placements; running away, dangerous acts
  - Shields youth from increased criminal record
  - A placement option for OOS youth through interstate compact on juveniles (ICJ).
  - Last time no secure option for youth, the 1981 homicide occurred
  - Get quality medical, dental, other types of care, sometimes for the first time in their lives.
- b. Woodside recognition - Praise from:
  - The US Department of Justice
    - Performance-based Standards
    - Prison Rape Elimination Act
  - The Council of Juvenile Justice Administrators
  - The Commission on Accreditation of Rehabilitation Facilities.
- c. Education improvement
  - In 90 days youth avg increase 1.5 grade levels in math and literacy largely due to the stabilizing effects from emotional support throughout the building
- d. Available capacity
- e. Our 2.5 day shift model allows caretakers present for an extended period, similar to a family
- f. Can provide 1:1 staffing for youth in need
- g. Can offer two distinct programs
  - One stabilization unit and one long-term treatment program
- h. Avoid placements out-of-state:
  - Exacerbate workload for FSW by visiting youth out-of-state
  - Reduce family visits/participation in treatment
- i. Experienced and trained staff familiar with current facility

### 2. Improvements made/measures taken

- a. Welcomed a Woodside Quality Assurance and Special Investigator from RLSIU and attained a favorable licensing report
- b. Retained expert consultant for de-escalation, restraint and seclusion recommendations
- c. Restraint and seclusion reduction

Year	Restraints	Seclusion
2015	116	320
2018	36	98

### 3. While placements are low, a secure facility is still needed

- a. Woodside Total Bed Days
  - 2016 - 4960
  - 2017 - 4613
  - 2018 - 4281
- b. Average LOS and number of bed days remains high despite drop in the # of admissions
- c. Decrease in the # of other licensed residential beds in VT - From 2010 to 2/19, from 302 to 161

## **Rationale for a Dual-Purpose Facility**

### **1. It will save the state money**

- a. Last year there were 29 delinquent youth placed out of state
- b. It often costs more to place youth out of state than it does to place them at Woodside
  - daily out-of-state rate = \$1,161.44
- c. Increased travel costs for DCF staff travelling out of state= \$20,000
- d. Increased cost to DOC to house minors with sight and sound separation and equal access to programming (estimates two youth out-of-state for a full year) = \$330,000

### **2. Reasons for additional Treatment Program**

#### **a. Obstacles in placing youth out of state**

- Out-of-state programs not an option for youth in pre-adjudication phase.
- Court may not approve plan for out-of-state placement
- Out-of-state placements take time for approval due to requirements in the interstate compact on the placement of children, court approval of the out-of-state placement, and the CRC process.

#### **c. DOC issues**

- DOC can't place youth out-of-state as they have to provide education for youth w/o high school diploma
- DOC have to dedicate space for sight and sound separation from adults as required by federal law
- Additional DOC staff for adequate care, programming and supervision of youth
- Multiple displaced adults for every youth placed at DOC
- DOC youth can need years of care
- Under 16 DOC youth have to stay in hotels – huge overtime costs

#### **d. Hard to find other successful in-state options**

- For residents with multiple unsuccessful placements, history, significance of behavior
- Other programs are reluctant to accept older teens because they can't complete their program before 18.

#### **e. Youth need addition time for stabilization than just the short-term program at Woodside can provide**

#### **f. Better care than just short term**

- Clinical and educational services reduced
- Increase in restraint and seclusion without clinical de-escalation,
- Longer term needed to address risk needs



### SECURE, SHORT TERM STABILIZATION UNIT (6-8 BED / 1-30 DAY MAXIMUM STAY)

POSITION	SCHEDULE	NUMBER	DUTIES
Director 1	M-F (on call at times)	1	Oversee all facility operations, (supervision of shift supervisors, Nurse 1 and 2, Admin 1 and 2, and cook)
Shift Supervisor / (Director 2)	*Shift work, sleep stipend	3	Direct care shift related duties, oversee shift operations, act as Director when director 1 is unavailable, (distribute supervision of YC A's, YC B's, YC C's, teachers, 3 <sup>rd</sup> shift, and temporary employees)
Youth Counselor A (YC II)	*Shift work, sleep stipend	3	Direct care shift related duties, act as shift supervisor, when supervisor is unavailable / absent, switchboard coverage
Youth Counselor B	*Shift work, sleep stipend	3	Direct care shift related duties, (or switchboard coverage)
Youth Counselor C	M-F (6am – 2pm)	1	1 <sup>st</sup> shift switchboard coverage, (or direct care related duties)
Youth Counselor C	M-F (2pm – 10pm)	1	2 <sup>nd</sup> shift switchboard coverage, (or direct care related duties)
3 <sup>rd</sup> Shift	10pm – 6am (unit and/or switchboard)	3	Any 3 <sup>rd</sup> shift related unit and switchboard coverage related duties
Teacher / Education	M-F	3	Classroom education 8:30-2:30, lesson planning, correcting, curriculum development, gathering info for IEP's / PLP's, assembling report cards, etc.
Nurse 1 (Manager)	Sun- Wed (10 hour days)	1	Any nursing related duties
Nurse 2 (LNA)	Wed-Sat (10 hour days)	1	Any nursing related duties
Cook	M-F	1	Any cooking / food service, related duties
Admin 1	M-F	1	Admin related duties (finance, payroll, ordering, etc.), assist with temp coverage coordination and switchboard coverage when needed.
Admin 2	M-F	1	All temp coverage coordination, assist shift workers with all documentation, assist with switchboard coverage and admin 1 related duties when needed.
**Temporary	Various / as needed	Various / as needed	Various / as needed

\*Each shift would have 1 Shift Supervisor, 1 YC A, and 1 YC B, all providing direct care.

\*\*Regularly filling certain weekend responsibilities and roles with temporary employees, would limit the total number of FTE positions needed, providing further cost savings for the state. Qualified temporary employees could provide weekend cooking / food services, as well as weekend switchboard coverage. In the event of any planned or unplanned direct care vacancies at any time (shift work, education, etc.), there would always be an attempt to obtain temporary employee coverage, to fill that vacancy.

**ESTIMATED COST FOR THE STATE RUN SECURE, SHORT TERM STABILIZATION UNIT, FOR VIOLENT, AGGRESSIVE YOUTH, TO KEEP COMMUNITIES SAFE (6-8 bed version, 1-30 day maximum stay)**

-23 FTE state positions @ approximate \$80,000 per position = \$1,840,000

-BGS building rental fee = \$100,000 - \$240,000

-Food / misc. building supplies / other operational related costs = \$150,000 - \$350,000

-Temporary employee coverage allotment = \$200,000 - \$300,000

\*-Estimated total cost = \$2.3 - \$2.5 million (if part of the existing building is utilized for other services, with some examples listed below).

-If the other part of the building was not utilized, and the secure, short-term program had to absorb all building rental and operational expenses, the estimate cost would be approximately \$2.7 million

\*With a maximum of 6-8 youths in the secure, short term stabilization unit, the existing Green / West unit, would not be utilized. This would allow that portion of the building to be sectioned off, and used for other purposes / programs, that may, or may not be, state run. Ideas to utilize the space include, but are not limited to.....offices / space for a Call Center, offices / space for Data Entry, Beds for a Homeless Shelter, space for State storage, etc. Utilizing the unused space, would be a more efficient use of an existing building, and taxpayer funds. It would share the cost burden of the BGS building rental fee / operating expenses / utilities, with the secure, short term stabilization unit.

\*\*Due to the probability of being a "no eject, no reject facility", and the violent, aggressive youths who would likely be housed in the program, combined with the significant reduction in staffing; a different behavior management system would likely need to be reviewed / implemented.

\*\*\*Those in need of mental health / treatment related services, would obtain those at other programs, after their respective 1-30 stabilization period.



**SECURE, SHORT TERM STABILIZATION UNIT (12-15 BED, 1-30 DAY MAXIMUM STAY)**

<b>POSITION</b>	<b>SCHEDULE</b>	<b>NUMBER</b>	<b>DUTIES</b>
Director 1	M-F (on call)	1	Oversee all facility operations, (supervision of shift supervisors, Nurse 1 and 2, Admin 1 and 2, and cook)
Supervisor / Director 2	*Shift work, sleep stipend	3	Direct care shift related duties, oversee shift operations, act as Director when director 1 is unavailable, (distribute supervision of YC A's, YC B's, YC C's, teachers, 3rd shift, and temporary employees)
Youth Counselor A (YC II)	*Shift work, sleep stipend	3	Direct care shift related duties, act as shift supervisor, when supervisor is unavailable / absent, switchboard coverage
Youth Counselor B	*Shift work, sleep stipend	6	Direct care shift related duties, (or switchboard coverage)
Youth Counselor C	M-F 6am-2pm	1	1st shift switchboard coverage, (or direct care related duties)
Youth Counselor C	M-F 2pm-10pm	1	2nd shift switchboard coverage, (or direct care related duties)
3 <sup>rd</sup> Shift	10pm-6am (units / switchboard)	4	Any 3rd shift related unit and switchboard coverage related duties
Teachers / Education	M-F	4	Classroom education 8:30-2:30, lesson planning, correcting, curriculum development, gathering info for IEP's / PLP's, assembling report cards, etc.
Nurse 1	Sun-Wed (10 hour days)	1	Any nursing related duties
Nurse 2	Wed-Sat (10 hour days)	1	Any nursing related duties
Cook 1	Sun-Wed (10 hour days)	1	Any cooking / food service, related duties
Cook 2	Wed-Sat (10 hour days)	1	Any cooking / food service related duties
Admin 1	M-F	1	Admin related duties (finance, payroll, ordering, etc.), assist with temp coverage coordination and switchboard coverage when needed.
Admin 2	M-F	1	All temp coverage coordination, assist shift workers with all documentation, assist with switchboard coverage and admin 1 related duties when needed.
**Temporary	Various/as needed	TBD	Various/as needed

\*Each shift would have 1 Shift Supervisor, 1 YC A, and 2 YC B's, all providing direct care.

\*\*Temporary employees would provide weekend switchboard coverage. In the event of any planned or unplanned direct care vacancies at any time (shift work, education, 3<sup>rd</sup> shift etc.), or with cooks, there would always be an attempt to obtain temporary employee coverage, to fill that vacancy.

**ESTIMATED COST FOR THE STATE RUN SECURE, SHORT TERM STABILIZATION UNIT, FOR VIOLENT, AGGRESSIVE YOUTH, TO KEEP COMMUNITIES SAFE (12-15 bed version, 1-30 day maximum stay)**

-29 FTE state positions @ approximate \$80,000 per position = \$2,320,000

-BGS building rental fee = \$240,000

-Food / misc. building supplies / other operational related costs = \$400,000-\$450,000

-Temporary employee coverage allotment = \$300,000-\$350,000

-Contracted / Misc services / unexpected cost, with higher population = \$100,000

\*-Estimated total cost = \$3.3 - \$3.5 million.

Those in need of mental health / treatment related services, would obtain those at other programs, after their respective 1-30 day stabilization period

**16 BED SPLIT PROGRAM: 8-10 BED TREATMENT PROGRAM / 6 BED SECURE, SHORT TERM STABILIZATION**

<b>POSITION</b>	<b>SCHEDULE</b>	<b>NUMBER</b>	<b>DUTIES</b>
Director	M-F	1	Oversee all facility operations, (supervision of stabilization unit supervisors, Nurse 1 and 2, Admin 1 and 2, and cooks)
Lead Clinician (Director 2)	M-F	1	Oversee treatment unit, facilitate M-F early morning and afternoon therapeutic groups, supervision of treatment unit supervisors and teachers, act as director when director is absent / unavailable
Stabilization unit Supervisor	*Shift work, sleep stipend	3	Direct care shift related duties, oversee shift operations, (distribute supervision of YC A's, YC B's, YC C's, 3rd shift, and temporary employees)
Treatment unit Supervisor	*Shift work, sleep stipend	3	Direct care shift related duties, oversee shift operations, facilitate therapeutic groups, (distribute supervision of YC A's, YC B's, YC C's, 3rd shift, and temporary employees)
Youth Counselor A	*Shift work, sleep stipend	6	Direct care shift related duties, act as shift supervisor (stabilization or treatment), when supervisor is unavailable / absent, switchboard coverage
Youth Counselor B	*Shift work, sleep stipend	6	Direct care shift related duties, (or switchboard coverage)
Youth Counselor C	M-F (6am – 2pm)	1	1st shift switchboard coverage, (or direct care related duties)
Youth Counselor C	M-F (2pm – 10pm)	1	2nd shift switchboard coverage, (or direct care related duties)
3rd Shift	10pm-6am (units / switchboard)	4	Any 3rd shift related unit and switchboard coverage related duties
Teachers / Education	M-F	5 (3 treatment, 2 stabilization)	Classroom education 8:30-2:30, lesson planning, correcting, curriculum development, gathering info for IEP's / PLP's, assembling report cards, etc.
Nurse 1	Sun-Wed (10 hour days)	1	Any nursing related duties
Nurse 2	Wed-Sat (10 hour days)	1	Any nursing related duties
Cook 1	Sun-Wed (10 hour days)	1	Any cooking / food service, related duties
Cook 2	Wed-Sat (10 hour days)	1	Any cooking / food service related duties



Admin 1	M-F	1	Admin related duties (finance, payroll, ordering, etc.), assist with temp coverage coordination and switchboard coverage when needed.
Admin 2	M-F	1	All temp coverage coordination, assist lead clinician, supervisors, and shift workers with documentation, assist with 1 <sup>st</sup> shift switchboard coverage when needed.
**Temporary	Various/as needed	TBD	Various/as needed

\*-Each Stabilization unit shift would operate with 1 Stabilization Supervisor, 1 YC A, 1 YC B, and 1 YC C

-Each Treatment unit shift would operate with 1 Treatment Supervisor, 1 YC A, 1 YC B, and 1 YC C

\*\* Temporary employees would provide weekend switchboard coverage / shift related duties normally covered by YC C. In the event of any planned or unplanned direct care vacancies at any time (shift work, education, 3rd shift etc.), or with cooks, there would always be an attempt to obtain temporary employee coverage, to fill that vacancy.

\*\*\*Long Term treatment program = would be the current Blue / East unit, along with upstairs classrooms. Short term Stabilization = would be the current Green / West unit, along with downstairs classroom and conference area.

#### **ESTIMATED COST FOR THE STATE RUN COMBINED LONG-TERM TREATMENT UNIT AND SECURE, SHORT TERM STABILIZATION UNITS (15-30 DAY MAXIMUM STAY)**

-37 FTE state positions @ approximate \$80,000 per position = \$2,960,000

-BGS building rental fee = \$240,000

-Food / misc. building supplies / other operational related costs = \$400,000 – 500,000

-Temporary employee coverage allotment = \$300,000 - \$400,000

-Contracted treatment related services = \$200,000

\*Approximate total cost = \$4.1 - \$4.3 million