

## Introduction

A growing body of evidence shows that easing the transition for delinquent youth returning to the community and working to prevent other troubled youth from committing crimes and entering the system makes individuals and communities safer. This occurs through a proven, rehabilitative approach using counseling, casework, tracking and safe transportation to facilitate change and raise the level of care for at-risk youth, enabling them to become productive members of society. UYCS' counselors and rehabilitative service providers continue to lead the way in making it as easy as possible for delinquent and at-risk youth to get the treatment they need and responsibly transition to productive self-reliance.

To perform its service to the community exceptionally well, UYCS adopts and implements the policies and procedures contained in this UYCS Operating Policy document. These policies are designed to enable UYCS to competently perform its functions, exceed expectations, comply with applicable laws and regulations, and ensure great outcomes for the juvenile population served.

The objective of these policies and procedures is to generally ensure that UYCS meets Delaware County PA, Substance Abuse and Mental Health Services Administration, and national standards and requirements, and protects the public while delivering its counseling- and therapy-related services. This policy applies to and governs UYCS, its owners, directors, officers, employees, and contracted medical providers, and its operations.

The delinquent, at-risk, and troubled youth that UYCS provides it various services to are called "juveniles" or "patients" in this policy document. Parents, guardians, courts, and other parties with legal authority over juveniles or patients are called "guardians."

These operating policies answer many questions concerning United Youth Community Services' policies. Please read it thoroughly and retain it for future reference, and direct questions regarding any policy to your supervisor or a management-team member for assistance.

It contains general information and guidelines, and does not attempt to address every conceivable circumstance, eventuality, or exception. Consequently, specific questions concerning the applicability of a policy or practice should be addressed to your supervisor, or Human Resources.

Some subjects addressed here are covered in detail in other policy documents, which should be consulted for specific information. This policy document and the information in it are confidential. It may not be disclosed to anyone other than UYCS employees and affiliated parties without executive management consent.

### NOTICE TO EMPLOYEES

In drafting this Operating Policy document, we have avoided use of specific gender pronouns wherever possible. Where pronouns are necessary, we limit use to the masculine pronoun for convenience.

The effective date of this Operating Policy is February 1, 2016. This policy document supersedes all previous UYCS operating policy documents, and all contradictory management memos dated before this document's effective date.

### **CHANGE IN OPERATING POLICY**

This Handbook's policies are subject to change—in UYCS' sole discretion—from time to time to reflect changes in the workforce, employment trends, economic conditions, the dynamics of the company, and state and federal legislation. These policies and procedures will be reviewed on a regular basis and may be revised as necessary and appropriate. Notice of changes and their effective date are issued in writing. Affected policies in this document are superseded by such written change notices. Once changed, employees may no longer rely on superseded policy provisions.

UYCS' Directors are solely responsible for reviewing and updating these operating policies, and ensuring that the policies conform to current legislation and regulations. Directors must conduct policy reviews and issue any required updates not less than every 12 months. Changes will be communicated to all UYCS employees, and new or revised policies will be distributed to individuals with supervisory responsibility.

### **CORE VALUES**

It is important that employees exhibit and understand UYCS' fundamental core values: high ethical standards, commitment and teamwork. Everyone who works for UYCS shall, at all times, endeavor to live by the highest ethical standards, be committed to the organization, exhibit true team-player qualities, and refrain from conduct adverse to UYCS' interests. These behaviors are essential to the company's mission.

### **Mission Statement**

United Youth: Community Services (UYCS) will be working with and providing rehabilitation services and programs for juvenile offenders to Delaware County Juvenile Court and Probation Services.

UYCS exists to develop, launch and manage competency-based Juvenile Offender programs in the state of Pennsylvania to enhance communities while providing a second chance for juvenile offenders. United Youth is committed to project implementation, and will adequately staff the appropriate resources for its successful delivery and maintenance.

UYCS' primary goal is to provide skills that will assist in reshaping troubled juveniles' minds and futures toward becoming productive citizens and members of society. A secondary goal is offering treatment to understand the triggers and socioeconomic factors that contributed to their offenses, while helping juveniles accept responsibility for their actions.

United Youth: Community Services' objective and priority is to provide rehabilitative treatment services and appropriate interventions to address delinquency issues in the community through comprehensive assessment and response to client needs. Our rehabilitative activities occur in partnership with community stakeholders and include individual and family counseling, group counseling, supervisory conferences, advocacy in school and court settings, and safe, reliable transportation for high-risk adolescents. We provide quick, secure, and discrete counseling and rehabilitative services and advice—and we undertake all reasonable measures to ensure these things.

United Youth exists to implement a Juvenile Offender Program to provide a second chance for these offenders while learning how to positively contribute to society through daily contact with juveniles while addressing competency development parameters through a (3-6) month interval time frame. At United Youth these services are reinforced by measuring electronic monitoring and appropriate interventions to address delinquency issues through comprehensive assessment and response to client needs.

### **Learning Programs**

UYCS' learning programs include instruction on anger management, decision making, victim awareness, and drug/alcohol abuse.

Anger management instructional sessions are designed to provide at-risk youth with skills that allow them to change their anti-social behaviors, particularly for those with a history of violent uncontrollable anger, and equip them to make responsible decisions, manage their anger, and develop the social skills society demands. Sessions include:

- Group sessions conducted by life-skills instructors, with group exercises teaching Social Interaction Skills, Self-Control/Anger-Management Skills, and Problem-Solving/Conflict-Resolution Skills.
- Discussion groups to help build decision-making skills so at-risk youth can solve personal and social problems without violence.
- Interactive lessons that illustrate how uncontrolled anger is ruining their lives.
- Opportunity for nonverbal expressions regarding anger, fear, grief and rejection.
- Activities like drawing, role playing, written assignments and games.
- Simple, yet practical ways for troubled youth to approach life with a positive attitude.

Victim awareness instructional sessions are designed to provide the information, instructions, and tools to increase juveniles' awareness of victims and the community, and their acknowledgement of how victims and the community are affected by crime and offensive behavior. Sessions include:

- Group introductions and a pretest and an overview of balanced and restorative justice.

- The impact of crime — Participants engage in role-playing as a crime victim or someone in the community who deals with the aftermath of a described crime.
- Participants are asked to describe in detail the offense he/she committed, how his/her offense affected the victim and community.
- Other participants are able to ask questions and provide feedback regarding the impact of each member's offense.
- Participants compose an apology letter to their victims and to the community.
- Materials for each session are provided, along with guidance for the facilitator.
- A section on information and resources includes a victim/community awareness completion report, a victim impact statement, guidelines for assessing offender accountability, suggested readings, and descriptions of victim-awareness video clips.

Drug/alcohol abuse instructional sessions are designed to provide mechanisms that lead to recovery. Sessions include:

- Juveniles participate in drug and alcohol treatment groups. These groups deal with addictions in juveniles lives.
- Juveniles also attend separate Drug and Alcohol Process Groups structured to address the same basic beliefs as “Alcoholics Anonymous,” “A.A.,” or “N.A.” During 12-Step meetings, group members help each other with recovery problems and share life stories.
- Writing exercises include self-examination on topics like “How I Got Here,” and “The Damage I’ve Done.”
- Techniques and skills to manage cravings, or urges.
- Interventions, Cues or Triggers, Relapse Prevention Planning, and learning early recovery skills.
- Juveniles complete "Timelines" identifying behaviors that led to substance abuse, and identify thoughts, patterns, cues, urges, and triggers.
- Juveniles complete Relapse Prevention Plans, and actively work on and refine the plans in treatment as they prepare to transition back into their communities.

## Executive Summary

In the state of Pennsylvania, juvenile offenders face tremendous hardships in society. These circumstances result in limited opportunities in education and training, employment, health and social services and the resources needed to teach the skills and techniques to develop into productive citizens.

United Youth specifically targets at-risk youth who have a background in the juvenile justice system and/or those youth who are vulnerable to becoming involved in criminal or otherwise delinquent activity. The United Youth approach is a combined effort to improve the lives of these youth, while protecting and strengthening communities.

Juvenile offenders, as a social group, face a lack of opportunities for education, training, employment, and health and social services, which leads to the likelihood of reoffending. Approximately 70 percent of youth in juvenile justice systems experience mental health disorders. These young people aspire to have

full participation in society and hope to make a positive change, but do not currently have the support they need in making good choices to support a lifestyle without anger or drug/alcohol abuse. Once these protocols are in place, these juvenile offenders may have a viable chance at success.

Prevention programs are most effective when they are comprehensive, delivered at a high “dosage” and offered at specific times of need. Likewise, effective programs that are supported by strong organizations with low turnover rates and well trained staff have the highest rates of success. Use of these systematic approaches to preventing juvenile delinquency/crimes provides a blueprint for a successful strategic plan.

### **UYCS’ Commitment to Juveniles/Guardians it Serves**

United Youth: Community Services and its professional rehabilitation service providers shall:

1. **Responsibility** — Act in Juveniles’/Guardians’ best interests at all times, as required by law, and follow up with them as necessary or appropriate to ensure quality care and service. Take professional responsibility for each juvenile/guardian UYCS services to the same extent as the provider would if he or she were independently treating a patient.
2. **Compliance** — Provide a professional and transparent service in compliance with all applicable guidelines on juvenile rehabilitation, and essential standards of quality and safety as interpreted by governing authorities and care commissions, and best practice in the United States.
3. **Professional ID** — Volunteer their name and professional registration number(s) when and communicating with juveniles/guardians/patients, and when asked.
4. **Rehabilitate in Juveniles’ Interest** — Prescribe/recommend rehabilitative treatments and therapies only when in their professional judgment it is in the juvenile's/guardian’s best interest to undertake the recommended treatment regimen. Refuse to prescribe treatment when in their professional judgment they believe it is *not* in a juvenile’s/guardian’s best interest to receive such treatment without the benefit of additional professional consultation or a referral.
5. **Protect Privacy** — Take all reasonable steps to protect juveniles’/guardians’ personal information contained in the Case File, data record or otherwise revealed by the juvenile or guardian.

### **Registered Specialists and Counselors**

UYCS’ services include providing information, advice, counseling, testing and treatment for a range of conditions and disorders affecting delinquent, at-risk, and troubled youth. Services are provided by qualified personnel registered with appropriate state, federal, and county agencies. All UYCS participating service providers are trained to provide rehabilitative and counseling care across the spectrum of services UYCS offers, and all are trained in providing services face-to-face (services are *not* provided via online platform), so the youth UYCS works with may receive care from any member of the team at different times.

UYCS' personnel serve in one of three primary roles or functions: Community Specialist, Program Coordinator, or Director. Community Specialists provide rehabilitative and counseling care in the field, directly interacting with and providing services to juveniles. Program Coordinators supervise, direct, and coordinate Community Specialist activities. Directors supervise Program Coordinators, and manage organizational affairs, compliance and contractual matters, and official interaction with government agencies and officials. Directors and Program Coordinators also engage in field activities as necessary to support, monitor, and train Community Specialists.

Community Specialists each carry caseloads of one to ten clients. Caseloads may not exceed 12 clients. Program Coordinators shall meet with each Community Specialist at least once each week to review caseload, workflow, and client needs, risks, issues, and status.

Community Specialist and Program Coordinators must produce monthly reports documenting essential aspects of their caseloads, workflow, and client needs, risks, issues, and status.

#### **Employee Education, Experience, Credentials —**

UYCS carefully scrutinizes all employees, contractors and staff to verify that all are educationally competent to provide the juvenile rehabilitation services required of or incidental to their position and function.

Before UYCS concludes employment or contractual arrangements or authorizes any work with juveniles, all UYCS Community Specialists, Coordinators and Directors must possess, at minimum, a four-year bachelor's degree in any field of study and a minimum one year of work experience. Alternatively, Community Specialists, Coordinators and Directors must possess, at minimum, four years of educationally equivalent work and field experience in public service, residential placement, or related work experience with juveniles. Victim awareness and drug-alcohol competency coursework can be considered acceptable background justifying employment and work with juveniles, in combination with the foregoing. UYCS offers all staff members Botvin Life Skills Training as a condition to permitting staff members to work with juveniles (Botvin trains in the field of anger management and decision making).

Employees, contractors, and treatment professionals, and Community Specialists, Coordinators and Directors, are trained under the Substance Abuse and Mental Health Services Administration for Alcohol and Drug Treatment Program Licensing to work with juveniles—a fully accredited national program for all substance-abuse counselors and prevention professionals. Employees, contractors, and treatment professionals, and Community Specialists, Coordinators and Directors, are also trained and certified through the National Center for Victims of Crime in victim awareness to improve how crime victims are treated and understood. Its multidisciplinary approach offers evidence-based and research-informed practices, programs and policies that help offenders understand what victims go through, providing insight into how victims are affected by crime.

Employees, contractors, and treatment professionals, and Community Specialists, Coordinators and Directors, are also trained and certified in CPR (cardio pulmonary resuscitation), and have the information and skills needed to help adults, children and infants during breathing and cardiac emergencies.

#### **Limitations of Rehabilitation Treatment Programs, Diagnosis, Advice, Dependent on Information Provided — Notice to Juveniles/Guardians**

UYCS' professionals only provide rehabilitation services competency-based programs to assist juveniles in reentering society and leading responsible productive lives, and these programs can include testing and observations and recommendations for treatment, but only if they can do so confidently and to the requisite degree of professional certainty based on the information provided by the patient/juvenile/guardian. However, UYCS does not make medical diagnoses, recommendations or issue prescriptions for drug therapy. If more information is needed to diagnose or opine, the UYCS professional must seek the additional information from the juvenile/patient/guardian, and make a referral for the purpose of securing additional medical information, and advise the juvenile/patient/guardian clearly regarding what additional information is needed and how to submit the information for inclusion in the UYCS record.

UYCS conspicuously notifies and reminds juveniles/guardians that:

- The information, advice and treatment recommendations provided by UYCS to juveniles/guardians using the service is based on the information (its scope and accuracy) provided to UYCS for inclusion in the secure online electronic record.
- Juvenile/guardian is solely responsible for ensuring that juvenile's information is correct and complete.
- Juvenile/guardian accepts that failure to provide accurate, reliable information into the record (whether intentionally or not) will affect the information and advice UYCS' professional service providers can provide and the rehabilitation programs recommended and, as such, may portend consequences for which UYCS is not responsible.

#### **Continuity of Management — Notices of Absence and Changes**

UYCS maintains a plan for continuity of management that addresses how the company will continue operating if any of its primary operating executives are required to undertake an extended leave of absence, or are otherwise unable to be present, for more than 28 consecutive days. This plan will identify all steps to immediately ensure that all management functions are suitably performed during the executive's absence, and will identify individuals responsible for stepping into the absent executive's role, and any associated process.

UYCS' management team must inform governing and contracting authorities about any planned or unplanned key management absences from the organization that are for a continuous period of 28 days or more, how the service will continue to operate while such key individuals are away, and when such individuals will return and resume their managerial/operation function within the enterprise. Such notice must be presented on forms prescribed by governing authorities, if any.

UYCS' management team must also inform governing and contracting authorities about any planned or unplanned change in key management personnel responsible for carrying on the business, and any change to the registered details of the organisation or its managerial principals, and any event of insolvency affecting the company or its managerial principals, and any event deemed a closure of the company's service to the public. Such notices must be presented on forms prescribed by governing authorities, if any.