



CONTINUOUS QUALITY IMPROVEMENT (CQI) CONSIDERATIONS

The following categories outline Continuous Quality Improvement (CQI) practices that may strengthen implementation of the Juvenile Justice System Enhancement Strategy (JJSES) at the county level. These considerations are intended to support consistent, high-quality practice and long-term sustainability. Counties are encouraged to adapt these practices to local needs and to consult the CQI Sustainability Guide when developing or refining CQI processes.

Leadership and Staffing

- ✓ **Supportive and Engaged Leadership:** Strong, engaged leadership is essential. Chiefs should identify a JJSES lead and remain informed, visible, and committed to JJSES practices.
- ✓ **Adequate Staffing:** Sufficient staffing is critical to effective implementation and CQI. When staffing challenges arise, counties may consider collaboration with contiguous counties.
- ✓ **Active Participation:** Ongoing participation in Pennsylvania Council of Chief Juvenile Probation Officers (PC-CJPO) General Membership Meetings, along with active involvement in PCCJPO subcommittees and Juvenile Court Judges' Commission (JCJC)- or PCCJPO-sponsored trainings, promotes shared understanding, consistency, and system alignment.

Organizational Structure (Master Trainer/Coaches/ Coordinators/Committees)

- ✓ **Designated Leadership Roles:** Each JJSES initiative should have a clearly identified lead (e.g., Master Trainer, Coach, Coordinator) responsible for implementation support, booster training, and sustainability.
- ✓ **Readiness Matters:** Assignments should be based on demonstrated readiness, interest, and subject-matter competence. Assigning unprepared staff may undermine implementation.
- ✓ **CQI Coordination:** Counties may benefit from designating a CQI Coordinator to oversee, align, and monitor JJSES-related CQI activities.
- ✓ **Active Engagement:** Identified leads should participate in statewide calls and forums to remain informed and connected to broader JJSES efforts.

Stakeholder Engagement

- ✓ Active engagement of system stakeholders, including judges, district attorneys, public defenders, law enforcement, service providers, victims, community organizations, youth, and families, is essential. Meaningful collaboration strengthens practice, supports positive youth outcomes, and contributes to reduced recidivism.

Training

- ✓ **Training for New Staff:** New staff should receive timely training on JJSES practices. When skill-based proficiency is required, competency should be assessed before independent practice. External training should be arranged as soon as feasible when needed.
- ✓ **Staff-wide Training:** Prior to implementing new JJSES practices, counties are strongly encouraged to provide introductory or targeted training and, when appropriate, pilot initiatives, before full rollout to ensure fidelity, identify challenges, and support successful implementation.
- ✓ **Booster Training:** Booster trainings should occur at least twice annually. Youth Level of Service (YLS) and Case Plan boosters are strongly recommended, incorporating additional JJSES components when appropriate. At a minimum, a structured review process should exist for all JJSES elements.



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Policy Development

- ✓ **Policies and Procedures at Implementation:** Developing policies and procedures at the outset of implementation provides clarity, consistency, and accountability. Counties are encouraged to utilize available example policies and templates as a foundation, adapting them as needed to align with local practice and statutory requirements.
- ✓ **Living Documentation:** Subject-specific policies should be reviewed and updated regularly to ensure alignment with current practice and statutory requirements.

Data Collection and Analysis

- ✓ **External Data Review:** Data collected and received from external entities should be reviewed and analyzed routinely. Counties are also encouraged to utilize JCJC reports and dashboards to support ongoing monitoring, identify trends, and inform data-driven decision-making.
- ✓ **Youth and JJSES Activity Data:** Counties are encouraged to collect and review data related to youth outcomes and JJSES activities (e.g., YLS, case planning).
- ✓ **Proficiency Data Collection:** Where appropriate, proficiency data should be gathered for key practices such as YLS, Case Planning, Motivational Interviewing, and Effective Practices in Community Supervision (EPICS).

Peer Reviews, Observations, and Coding

- ✓ **Peer Reviews and Spot Checks:** Scheduled or random reviews can help promote accountability, consistency, and fidelity.
- ✓ **Use of Checklists:** Incorporating checklists into the review process helps promote uniformity and reliability among all parties conducting evaluations. Checklists should be shared with and reviewed by staff to reinforce expectations, promote transparency, and support consistent application across the department.
- ✓ **Direct Observation and Coding:** When applicable, direct observation or coding of practice (e.g., assessments, case planning, structured appointments) can provide valuable insight into practice quality.

Feedback, Support, Supervision

- ✓ **Staff Feedback:** Ongoing feedback and support should be provided to reinforce strengths and address areas needing improvement.
- ✓ **Youth and Family Feedback:** Counties are encouraged to seek input from youth and families through quality assurance calls or case-closing surveys.
- ✓ **Supervisory Oversight in CQI:** Supervisors play a critical role in CQI by ensuring evidence-based assessments and screenings are appropriately integrated into case planning and consistently applied during supervision.

Case Reviews and Resources

- ✓ **Evidence-Based Case Review:** Case review processes should be grounded in the risk-need-responsivity framework and integrated into existing review structures.
- ✓ **Utilization of Resources:** Counties are encouraged to review and utilize JJSES and CQI resources available on the PCCJPO and JCJC websites to support effective and sustainable practice