

<b>Facility Name:</b>	
<b>SAN PASQUAL ACADEMY</b>	
<b>Facility Type:</b> Residential Education Campus for Foster Teens	
<b>Facility Address:</b>  17701 San Pasqual Valley Road Escondido, CA 92025-5301	<b>Date of Inspection:</b> December 2, 2011
	<b>JJC Chair:</b> Kathleen Edwards
	<b>JJC Admin. Officer:</b> Michele Cummings <b>JJC Secretary:</b> Kathi Hamill
	<b>CWS Director:</b> Debra Zanders-Willis
	<b>Presiding Judge of the Juvenile Court:</b>  Hon. Cynthia Bashant
<b>Facility Administrator:</b> Tia Moore	<b>Telephone:</b> (760) 233-6005
<b>JJC Inspection Team:</b> Marc Gotbaum and Amy Lansing	
<b>Staff and Representatives Interviewed / Met with in Person:</b> Tia Moore, San Pasqual Academy Director Tim Farley, Assistant Executive Director, New Alternatives, Incorporated (NAI) Margo Fudge, Executive Assistant to the Director, Child Welfare Services (CWS)	
<b>Overview:</b> San Pasqual Academy (SPA) is youth centered with a structural design that is non-institutional, warm, inviting and well maintained. The facility is a partnership between the County of San Diego Health and Human Services Agency (HHSA), New Alternatives, Inc. (NAI), San Diego County Office of Education, and the Workforce Partnership. NAI has the responsibility for the facility.	

**Recommendations:**

The 2011-12 Juvenile Justice Commission recommends that New Alternative, Inc.:

1. Provide for better tracking of self-harm incidents, assaults and grievances, which allow SPA staff and inspection committees to review grievances and incidents in a systematic way. This includes a record of written grievances, the SPA response(s) and action(s) taken to resolve them, remarks and statements from youth and SPA personnel at resolution of grievance or complaint;
2. SPA permits dating, allowing for some dates to occur off grounds, as long as the individuals involved are of an appropriate age and level of maturity. Dating is both critical and normative developmental experience during adolescence. SPA policy understandably does not, however, permit sexual relationships either on or off campus. This is a considerable challenge with an adolescent population. For youth who go off site for dating purposes, clarification of how safety is encouraged or maintained would be useful, particularly given that it is not possible to prevent sexual activity except, perhaps, directly on SPA grounds.

The 2011-12 Juvenile Justice Commission recommends that the County of San Diego Health and Human Services Agency, Child Welfare Services:

1. Continue to provide oversight of New Alternative, Inc., as the responsible party for the facility, to ensure appropriate reporting and tracking of grievances and incidents.

**General Comments from the Inspection Team:**

No Critical Incident Reports, Grievance Slips or Sick Slips were reviewed during this inspection. All youth at SPA may make a direct verbal or written request for medical or mental health visits at any time and that is accommodated by staff, with services typically available on site. More serious health concerns result in transport to Palomar Hospital Emergency. Central Medical Services is a contracted wellness program which comes to campus weekly for continued care of more serious physical health issues than may be appropriate to the SPA clinic. Similarly, grievances may occur at any time, either written or verbal (see *Grievances* below) SPA provides a family-type environment that is well suited for adolescents. As a non-locked placement, SPA is faced with the challenge of supervising older youth who may attempt or complete an Absent Without Leave (AWOLs). Overall, the AWOL rate is relatively low and youth appear motivated to obtain and maintain their SPA placement.

**Last Fiscal Year:**

<b>Number of:</b>	<b>Suicides:</b> None	<b>Attempted Suicides:</b> None <i>2 suicidal ideation or self-harming incidents (hospitalized)</i>		
	<b>Deaths from other causes:</b> None			
	<b>AWOLs:</b> 4 unduplicated			
	<b>Attempted AWOLs:</b> None			
	<b>*Note:</b> SPA is not a "locked" facility. Residents are encouraged not to leave, but physical means are rarely used to prevent a minor from leaving the facility.			

**Local Inspections:**

Community Care Licensing: April 28 2011  
 Fire Marshal: October 24, 2011  
 Department of Environmental Health: October 25, 2011

**Other Inspections – Three-In-One Drill (Quarterly):** August 18, 2011 and October 20, 2011

**Date of Last Fire Drill:** October 1, 2011

**Problems/Complaints Affecting Facility During Previous Calendar Year:**

<b>Court Orders Affecting Facility (Attach Copy if Available):</b> None				
<b>Pending Litigation:</b> None				
<b>Number of Written Complaints Involving:</b>				
<b>Residents:</b>	<b>Attorneys:</b>	<b>Family Members:</b>	<b>Medical:</b>	<b>Abuse:</b>
0	0	0	0	0

## **FACILITY BACKGROUND**

San Pasqual Academy (SPA) is the first residential education campus for foster youth in the United States. It was established in 2001 (with additional construction in 2009 and 2011) and is operated by four collaborative partners: New Alternatives, Inc., San Diego County Office of Education, San Diego Workforce Partnership and San Diego County Health and Human Services Agency. SPA is a 38-acre campus which features individual family-style homes, an on-site, accredited high school, computers in each home, a cafeteria, a technology and career information center, an assembly hall, recreation fields, and a swimming pool. Students may participate in the many SPA California Interscholastic Federation (CIF) sports teams (Dragons). SPA integrates a residential environment with education, work readiness and Child Welfare Services.

SPA is open 24 hours a day, seven days a week. Youth are usually brought to SPA by their assigned CWS Social Worker. The youth reflect a varying composition of gender and ethnic backgrounds. A CWS referral packet is prepared by the social worker based upon their belief and the youth's stated desire that SPA placement is appropriate and will meet their protective, emotional, and educational needs. This packet covers a wide variety of information (e.g., current placement, history of abuse or neglect, significant health, developmental and/or mental health concerns - including treatment, medications, hospitalizations; TBS; homicidal/suicidal ideation history, as well as other risk issues including AWOLs, theft, self-harm) and is reviewed by the Clinical Director (if appropriate), as well as a County Screener (if deemed appropriate). Youth may be accepted or rejected per this review or a plan/contract for remediation of concerns (i.e., mental health stabilization or educational improvement) which will allow for future admission.

As part of the County of San Diego's Child Welfare Services, the SPA Project Team includes a Social Work Unit and an Administrative Unit. The Social Work Unit consists of a Protective Services Supervisor and five Protective Services Workers, one of whom functions as an application screener for the County. This team of social workers manages the Academy youths' dependency cases and advocates for the youth in Juvenile Court. The Social Work Unit is located on the Academy campus, making it easily accessible to the youth and campus partners. The Administrative Unit consists of a Chief and two Program Specialists, is located in central San Diego, and provides contract oversight and facilitation between the campus partners as necessary.

In an effort to maintain sibling groups, SPA allows younger siblings (12-13 years old) of accepted Academy youth to live on campus. These younger siblings attend middle school in the community until they are promoted to ninth grade and can then attend the Academy's on-site high school.

### **Resident/Staff Composition and Communication:**

In FY 2010-11, SPA workforce diversity was: 52% White; 14.4% African-American; 14.5% Hispanic; 5.5% Asian; and 12.5% Other / Pacific Islander. The ethnic diversity of residents was 22% White; 29% African-American; and 41% Hispanic, 4.5% Asian, 16% other.

Most residents speak English, with some Spanish speakers. English- and Spanish-speaking staff are available, as well as some staff speaking Tagalog and French. Staff are trained in Cultural Competency.

### **General Facility Condition:**

The exterior and interior of SPA appeared to be in very good condition. Lighting was adequate, although no evening inspection was done. The outdoor condition of the facility was clean, neat, bright, and safe. There are several outdoor and indoor recreational areas with modern equipment. Efforts have been made to decorate the houses and outdoor areas in a non-institutional manner.

### **Housing/Sleeping Accommodations:**

Student housing currently consists of 11 female houses and 10 male houses with 6 – 8 students residing in each house. Students do share a room with one roommate; however, the room is separated by a privacy wall that also functions as a closet on both sides. Roommates share bathroom facilities with two other roommates on the other side of the bathroom, making a quad (much like a college dormitory arrangement). All houses have a large family room/kitchen area where meals are prepared and served,

group and house activities are facilitated, and where community interactions take place. Each house is adjoined with a house parent apartment, with most houses having house parents who live in this unit and provide supervision, staffing, and support during the after-school hours.

Youth are assigned to a particular house based on many factors which most often include age, risk factors, “goodness of fit” with house parents or lead staff, hobbies and interests, the resident’s level of structure needed, etc. After the youth is assigned, there is also flexibility if the program or the youth feels that another house is more appropriate or better suited for the resident.

**Storage:**

Cleaning products are maintained by the House Parent or SPA staff in the locked under-sink cabinet, located in each residential unit. The kitchen and laundry area maintain cleaning supplies as appropriate for the needs of the area, and these areas are not accessible to residents. The kitchen knives are maintained in the kitchen area behind locked doors, which are not accessible to residents. SPA does not have any weapons.

**ADMINISTRATION / MANAGEMENT**

**Policy Development and Monitoring:**

Who is primarily responsible for creating, updating, or modifying policies and procedures?

- Title: Tim Farley, Assistant Executive Director

How often are policies and procedures reviewed for accuracy and consistency with daily practices?

- As Needed

Are policy and procedure manuals available on site?

- Yes      □ No

Does the manual include the title, and contact information of the staff member to whom one can report a grievance or complaint?

- Yes      □ No

Does the manual include the title, and contact information of the staff member to whom one can propose a change to a policy?

- Yes      □ No

Number of manuals available and the locations: 3 manuals are kept at the administrative center

Are staff members permitted to access these manuals?

- Yes      □ No

Are youths’ case managers/social workers and contractors permitted to access these manuals?

- Yes      □ No

Are the youths’ attorneys permitted to access these manuals via subpoena?

- Yes      □ No

Are youth permitted access to these manuals?

- Yes      □ No

**Internal Inspections and Reviews:**

Does the administrator in charge ever conduct a walk-through/visual inspection of the entire facility?

- Yes       No

If yes, how often: Daily

How often does the administrator in charge meet with staff members to discuss operations?

4 times per month

How often does the administrator in charge meet with medical staff to discuss operations?

Daily

How often does the administrator in charge meet with mental health staff to discuss operations and services?

Daily

How often does the administrator in charge meet with contracted programming representatives to discuss operations and services?

1 time per week

How often does the administrator in charge meet with school/education staff members to discuss operations and services?

1 times per week but available daily

**Youth Records:**

Are case records regarding individual youth kept on site?

- Yes       No

If yes, describe the steps taken to protect their confidentiality.

Records are safeguarded in accordance with all HIPAA and confidentiality laws.  
Files are kept in secured areas and access to files is controlled and limited.

**Admission and Orientation:**

Are minors oriented to rules and procedures?

- Yes       No

What steps are taken to ensure that minors are explained the rules and procedures in a developmentally appropriate manner?

An assigned SPA social worker reviews, page by page, all orientation materials for understanding. After approximately 10 days, these materials are reviewed with the youth for any clarification of deficiencies or misunderstandings.

Are minors given copies of rules and procedures?

- Yes       No

Can minors request that rules and procedures be provided in a language other than English?

- Yes       No

Can parents request that rules and procedures be provided in a language other than English?

- Yes       No

Are minors required to sign a document indicating they understand rules and procedures?

- Yes       No

Are rules and procedures posted anywhere in the facility?

- Yes       No

If yes, please indicate the number of postings and the locations.

Number: 24

Locations: Student homes

### **Personal Property and Monies:**

Are personal property and monies recorded, stored, and returned upon release?

- Yes       No

Describe the types of personal property that may be kept in sleeping rooms.

Any teen-appropriate personal property is acceptable except for what may be considered “contraband” on a school campus elsewhere (i.e., drugs, alcohol, weapons, gang-related clothing or identifiers, no incendiary devices such as lighters, matches, etc.)

### **Youth Release and Transition:**

Are there established protocols for transitioning youth out of the facility and into the community?

- Yes       No

Do facility staff members consult with the staff that will be assigned to the youth when they leave to discuss transition-related concerns?

- Yes       No

Has the facility received any complaints from parents regarding the transition process?

- Yes       No

Has the facility received any complaints from attorneys regarding the transition process?

- Yes       No

Attorneys are present at all transition review hearings. If there are unmet needs, the youth may be extended at SPA until remediated.

### **Accommodations for the Disabled:**

Does the facility accept youth with disabilities?

- Yes       No

Has this facility been determined to be an inappropriate facility for a youth with a disability (physical, developmental, emotional, psychological, intellectual, etc.) in the last 12 months?

- Yes       No

## **SECURITY AND CONTROL**

### **Post Orders:**

Do staff members have access to a detailed copy of their job description?

- Yes       No

Do staff members have performance reviewed annually?

- Yes       No

**Permanent Logs:**

Are there policies and procedures in place that describe the types of incidents and occurrences which must be documented on a daily basis?

- Yes       No

Are these logs stored electronically?

- Yes       No

**Security Features:**

Does the facility have ample security features (cameras, locks, alarms, etc.)?

- Yes       No

Are there staff members on site who have the skills to maintain security features?

- Yes       No

**Security Inspections:**

Does the administrator in charge ever visually inspect the facility for security-related concerns?

- Yes       No

If yes, how often: Daily

Are random reviews of security tapes conducted? \*

- Yes       No       N/A No security cameras are used with the licensed facilities for the purpose of security monitoring. .

**Control of Dangerous Materials:**

Are dangerous materials (toxins, biohazards, etc.) stored on site?

- Yes       No

**Non-Hazardous Furnishings:**

Are mattresses and bedding fire-resistant and non-toxic?

- Yes       No

**Physical Facility and Equipment:**

Does this facility have a court holding area?

- Yes       No

**Control of Contraband:**

Are there written policies that describe contraband?

- Yes       No

Are there written policies that describe the disposition of contraband?

- Yes       No

Describe if there have been a high number of incidents related to a specific type of contraband.

Substance abuse; (Cigarettes, Marijuana, Spice)

Has a weapon been found in the possession of a youth in the facility within the last 12 months?

- Yes       No

Has a controlled substance (alcohol, tobacco, illegal drugs, or prescription drugs for which the youth in possession does not have a prescription) been found in possession of a youth within the last 12 months?

- Yes       No

**Resident Searches:**

Do staff search sleep areas/rooms?

- Yes       No

If yes, do staff search the room in the presence of the youth?

- Yes       No

If yes, is clean bedding or clothes mixed with soiled bedding or clothes during this process?

- Yes       No

**Accountability and Supervision:**

Describe measures taken to ensure that youth are supervised in a manner that provides for youth and staff safety.

Per Community Care and Licensing (CCL) requirements and Title 22 Regulations, all child care staff complete a minimum of 40 hours of training initially and 40 hours annually following their hiring. These trainings include in-service trainings on safety, first-aid/CPR, transporting clients, new staff orientation, Pro-ACT, Cultural Competency, etc. Additional trainings focused upon staff improvement and therapeutic skills include parenting training, communication skills, burnout and self care, self-harm and suicide, solution-focused methods, substance abuse issues, psychotropic medication, etc. Teachers and counselors receive trainings set by their licensing bodies and as part of their ongoing continuing education. Details about safe behavior management are available under “*Discipline Model.*”

**Use of Force/Physical Restraint /Safety Room Procedures/Searches:**

- SPA is not a locked facility, residents are not detainees. Force is never used on a child at SPA and liability precludes any extensive or invasive searches. On rare occasions, restraint may be used as a last resort when de-escalation of a situation through verbal skills and other techniques has failed and the safety of the child, other children and/or staff is in question.

Are there written policies in place to ensure that force is used only when necessary?

- Yes       No       N/A - Force is not used at SPA.

Are there written policies in place to ensure that force is used only as long as necessary?

- Yes       No       N/A - Force is not used at SPA.

Is each instance of a use of force documented?

- Yes       No       N/A

When there is an instance where force is used, does an internal committee or task force convene to discuss the incident?

- Yes       No       N/A - Force is not used at SPA.

**Non-routine Use of Restraints:**

Are there written policies in place to ensure that restraints are used only when necessary?

- Yes       No

Are there written policies in place to ensure that restraints are used only as long as necessary?

- Yes       No



Is each instance of a use of restraints documented?

- Yes       No

If yes, are these documents reviewed by the administrator in charge?

- Yes       No

**Tool & Equipment Control:**

Is there a written policy to ensure the adequate control of keys?

- Yes       No

Is there a written policy to ensure the adequate control of tools?

- Yes       No

Is there a written policy to ensure the adequate control of culinary utensils and equipment?

- Yes       No

Is there a written policy to ensure the adequate control of medical equipment?

- Yes       No

Is there a written policy to ensure the adequate control of supplies?

- Yes       No

Is there a written policy to ensure the adequate control of vehicles?

- Yes       No

**Weapons Control:**

Are weapons of any types permitted in the facility?

- Yes       No

Is there a weapons locker on site?

- Yes       No

**Discipline:**

➤ SPA is not a locked placement. 'Discipline' per se is not used; rather the Pro-ACT model is used for behavior management. See '*Discipline Model*' below for details.

Are there written policies that describe the discipline process?

- Yes       No

Are measure to taken to ensure that due process is preserved?

- Yes       No

SPA utilizes HHSA's policy on pregnant youth. Specifically, pregnant youth are not allowed at SPA. The County would determine alternate placement for a pregnant youth and the father, if he is also an SPA resident.

Approximately what percent of grievances/appeals related to disciplines are resolved in favor the youth?

There are no discipline procedures, as SPA is not a detention facility. There are no grievances related to disciplines. See Grievance information below.

**Contingency/Emergency Plans:**

Are there written plans in place for the following contingencies/emergencies? Check all that apply.

- Contagious disease outbreak (Tuberculosis, Flu, etc.)
- Earthquake
- Fire
- Power outage/failure
- Unit Disturbance or Riot (N/A: SPA is not a locked facility.)

**DISCIPLINE MODEL**

All child care staff are trained upon hiring and at regular intervals in Pro-ACT with a focus upon de-escalation and preventative strategies to minimize the use of any physical intervention or containment. The physical interventions taught in Pro-ACT are only used in the event that a youth is a direct and serious danger to themselves or someone else and that harm can only be prevented through this action.

Searches may be written into the student’s Needs and Service Plan and conducted in cases where there is a history of risk or is engaging in behaviors that place the community or themselves at risk. A basic visual search of pockets, clothing, and bags is done upon re-entering SPA from pass or alternate placement but not of the client’s body.

The student’s Needs and Services Plan, as well as their Emergency Intervention Plan, describes particular ways to handle individual students in moments of crisis or when escalated. Part of this plan also includes a supervision addendum which sets the level of supervision that they require based on past and current behavior. While all students are supervised within the program, some students may require constant adult supervision while others can earn varying levels of adult monitoring giving them the ability to develop skills of independence.

Overall, the SPA philosophy and structure falls in line with the New Alternatives agency philosophy. This philosophy emphasizes healthy development and personal growth, therapeutic support rather than punitive methods, the significance of meeting basic needs and building toward meeting higher level needs, creating conditions that allow for growth towards one’s potential, and hopeful and positive expectations of the youth served.

**HOSPITALIZATION, ASSAULT AND AWOL HISTORY: FY 2010-2011**

**Peer to Peer Assaults:**

Total number of Peer-to-Peer Assaults:	2
Total number of Peer-to-Peer Assaults resulting in injury requiring treatment:	2

**Peer to Staff Assault:**

Total number of Peer-to-Staff Assaults:	1
Total number of Peer-to-Staff Assaults resulting in injury requiring treatment:	1
Total number of Peer-to-Staff Assaults resulting in law enforcement/police/probation contact:	0

**Number of injuries within the youth “residences” (first aid, medical intervention, or hospitalization):**

There were 102 injuries that occurred in total. Of these, none required hospitalization and nearly all were resolved with basic first aid offered by residential and/or nursing staff without any further medical intervention. The vast majority of these injuries were due to school-related sporting or recreational activities.

**Number of youth hospitalized for psychiatric reasons (reasons, length of treatment, return to SPA):**

There were 2 youth hospitalized during the past fiscal year for psychiatric reasons - both due to self-harm and/or suicidal ideation. Both students were able to return to SPA following their hospital stay and have remained safe through ongoing monitoring, assessment, and intervention.

**Number of youth requiring higher level care (including placement at other NA sites) as temporary stabilization measures (include details: reasons, length, how many were unable to return etc.):**

There were 2 youth that left SPA for temporary stabilization (3-5 days) and have since returned.

There were 12 students that required a higher level of care and have not yet returned to SPA. Five of the 12 required a higher level of care due to unsafe behaviors, 4 for substance abuse and dependency issues that were not responsive to multiple and repeated levels of treatment and intervention, and 3 were due to AWOL. Any students who leave for a higher level of care have the opportunity to re-apply to SPA once the issues leading to their placement in a higher level of care have been addressed.

**Number of AWOLs, including SPA response and youth return:**

Four students went AWOL during FY 2010-11 and did not return to the academy despite efforts made to support their return. Three of these four required a higher level of care following their AWOL. There were also a few students who did not return from county-approved passes with family members or friends at the assigned time; however, all of these did return to the Academy within a short period of time.

## **TRAINING, PERSONNEL, AND MANAGEMENT**

**Child Supervision and Staffing Levels:**

The FY 2010-11 budget for SPA included 150 full-time equivalent positions. The staff-to-youth ratio complies with AB 1197 and CCL requirements. The ratio of staff-to-teens when awake is 2.5 to 8 and when asleep is 1 to 8. Based on an individual student’s Needs and Services Plan, as well as their Emergency Intervention Plan, there may be higher acuity of supervision levels based on individual youth’s needs.

The San Pasqual Academy Neighbors (SPAN) program allows Academy youth to have surrogate grandparents to call their own. SPAN is an intergenerational mentoring program that offers youth a network of community support to promote educational and social success. These older adults (≥55 years old) live on SPA grounds in private homes for a reduced rent and volunteer 10 hours a week with the Academy youth. They assist the youth in developing social skills, making life choices, developing career interests and modeling adult/adolescent interactions. In addition to working one-on-one with the youth, the grandparents provide tutoring in a variety of subjects, supplement the school curriculum by conducting supplemental activities (e.g., poetry) as well as non-academic pursuits (gardening, sewing, cooking, and crafts).

**Training:**

All staff receive regular in-service training, including safety training, CPR/First Aid, Pro-ACT, safe transportation, and food service, averaging around 40 hours per year.

See also '*Accountability and Supervision*' above.

**Facility Capacity and Crowding:**

The Facility Administrator (Tia Moore) and Chief Operations Office (Tim Farley) led the JJC Inspection Team's tour of the facility. SPA provided an inspection that included the administration area, intake, example houses (new and older building sites), class rooms, outdoor and indoor recreational areas, computer lab, work readiness space, and cafeteria. The facility was in excellent condition and well-maintained. None of the units were overcrowded, and the facility as a whole was well within its capacity.

The licensed capacity for the facility is 184 (92 females, 92 males), and in FY 2010-11, the average daily population was 125 youth (60 males, 65 females). The facility did not exceed capacity in FY 2010-11 and SPA does not house minors under California Welfare & Institutions Code Section 601.

SPA had an average length of stay in FY 2010-11 of 2.5 years

Staffing currently includes 3 Directors, 8 Supervisors (with two positions open) and 2 Administrative/Support staff. There are currently 10 teachers, including 2 Special Education teachers.

**CLASSIFICATION AND SEGREGATION**

**Classification:**

'Classification' is a term more commonly used in facilities housing delinquent youth. Youth are, however, assigned to the cottage/unit in which they are housed depending on their age and gender.

**Orientation:**

All youth who enter SPA complete an intake program that includes assessments and the gathering of background information. Youth at SPA receive an orientation upon intake as well as written rules and expectations (including reward systems).

**Segregation:**

No child at SPA is ever placed in "solitary confinement." Youth participate in campus activities as appropriate to their abilities and needs.

**COUNSELING AND CASEWORK SERVICES**

Mental Health services are provided on campus at SPA by an Early and Periodic Screening, Diagnosis and Treatment (EPSDT) funded Full Day Rehabilitation program. This program offers milieu-based psychotherapy provided by the State of California's Board of Behavioral Sciences registered clinicians (individual therapy, group therapy, and family therapy), medication monitoring, basic medical services (2 LVNs on-site), recreational therapy, and a performing arts extra-curricular program. Program clinicians provide services, groups, trainings, and sessions after school each day, and there is a clinician assigned to each home on campus so they work collaboratively with house staff and other providers.

## **GRIEVANCES, REPORTING INCIDENTS AND STAFF MISCONDUCT**

SPA has a grievance policy which includes a formal Student Grievance Form and a Grievance Procedure. Written grievances are easily accessible to all residents and they are informed of this process as part of the intake as well as provided this option when complaints occur. The written Grievance Form is submitted to the Administration Office and is reviewed by either the Academy Director or Associate Director who provide a response within 10 days. This response can be verbal or in writing. As an additional option, residents can request that their grievance be reviewed by the Community council made of fellow residents. Many students choose to make their complaints or grievances verbally and are able to request the audience of any staff member to do so, including supervisors, managers, and directors.

Grievances from youth can be recorded in written form using the Grievance Form. Resolution of grievances, verbal or written, involves several steps and options made available to the student and are summarized in the Grievance Procedure. Resolution includes progressive steps following the staffing and administrative hierarchy and therefore allows youth to pursue resolution at the appropriate level of intervention. This starts directly with child care staff and moves to supervisors, managers and directors, the on-campus Ombudsman, the agency administrative Ombudsman, their on-grounds county Social Worker, their assigned attorney, and Community Care Licensing. Information learned from this resolution process, at whatever level it takes place, is used for program improvement and enhancement, is blended into ongoing training toward staff improvement, and in many cases helps to reshape processes and systems.

Since FY 2010-2011, there have been 3 complaints: 1 against staff, 2 against another resident and 0 "other" complaints.

Is there a formal grievance policy?

- Yes       No

Are written grievances reviewed daily?

- Yes       No

Are grievances tracked in some manner that would permit facility leaders to observe trends in grievance report?

- Yes       No

Is there a method for youth to be able to express concerns about the facility to a staff member who is not assigned to their cottage?

- Yes       No

Are youth made aware on a routine basis that they can express concerns about their placement to their case worker, social worker and/or attorneys?

- Yes       No

Is there a formal grievance process available for parents?

- Yes       No

If yes, how many parents have submitted grievances in the last 12 months? None.

### **Reporting of Incidents:**

Incidents are reported by phone to appropriate parties, followed by the appropriate written report.

Within SPA, there is sometimes a need to discipline staff. Staff discipline and accountability are an important part of the SPA program. The levels of disciplinary action with staff go as follows: verbal warning, written plan of correction, written warning, administrative leave, restarting probationary status, and the possibility of termination. In many cases, re-training and ongoing instruction following a staff incident or error are critical parts of the disciplinary process.

**Staff Misconduct:**

Are there written policies for addressing staff misconduct?

- Yes       No

Have there been any allegations within the last 12 months of a staff member physically assaulting a youth?

- Yes       No

Have there been any allegations within the last 12 months of staff member sexually assaulting a youth?

- Yes       No

Have there been any allegations within the last 12 months of a staff member verbally threatening a youth?

- Yes       No

Have there been any allegations within the last 12 months of a staff member touching a youth in any inappropriate way?

- Yes       No

Have there been any allegations within the last 12 months of a staff member commenting on the physical appearance of a youth in a manner that is outside the scope of the staff member's job duties?

- Yes       No

Have there been any allegations within the last 12 months of a staff member entering a youth's sleeping room for any reason that was outside the scope of the staff member's job duties?

- Yes       No

Please describe the circumstances related to any of the allegations noted above.

N/A

If the answer is yes to any of the inquiries related to allegations, is there written documentation of the incident, follow-up, and responsive action?

N/A

**PROGRAMS AND ACTIVITIES**

**School Program:**

Operated on site by the San Diego County Office of Education, the SPA school has year-round classes for grades 9-12 and an on-grounds library for residents. Youth are immediately enrolled in the SPA School. Juvenile Court and Community Schools (JCCS) Office of Education staff are responsible for obtaining the school and immunization records. Ten full-time (no half-time) teachers are assigned to the SPA School.

Class size varies, depending on population, and the student-teacher ratio is 15:1. The classrooms were bright, filled with students' works, and resembled other classrooms in schools outside of SPA. The rooms themselves were set off in their own courtyard, were well maintained, and created a non-institutional, positive atmosphere. There are also additional on-site resources: a library, a computer resource center, art supplies and instructional materials. SPA also receives donations from the community. The school is able to gather data on a youth's prior school, initiate an Individual Educational Plan (IEP), provide physical education, science, and computer instruction and provide other support personnel as needed. The curriculum and instruction follow the standards mandated by the State of California, and students are awarded earned credit/hours on a daily basis. The Academy is fully accredited by the Western Association of Schools and

Colleges, thereby ensuring that all major colleges, universities, vocational training programs and the US military accept the diploma. The curriculum is based on the California State Standards and the entrance requirements for the University of California and California State University. With a required 220 credits for graduation, students complete core requirements in English, mathematics, science, social science, arts/foreign language and physical education. They must complete a prescribed number of elective credits and a senior project. Advancement Via Individual Determination (AVID) classes are available, enhancing the students' study skills to improve their learning and academic performance. UROK Learning Institute, a skills intervention program, is also offered to support the students' reading, writing, and mathematics skills.

A minor may not attend school on a specific school day due to illness, court appointments, or behavior issues. No minors are ever confined, and attend school, recreation, and exercise.

At the time of inspection, 120 current students/ youth attend the SPA School; this figure includes children attending the pre-school program. There are no minors on Independent Study. Homework is assigned Monday through Thursday for 60-120 minutes per day to all students.

The SPA school has two special education teachers on staff and is able to accommodate many students with IEPs, 504 plans, etc. However, students who have IEPs or plans requiring a Non-Public School (NPS) are not able to be educationally served by the academy. In some cases, when these educational needs are identified after the student's placement at SPA, these students have been able to attend a local high school with this level of special education programming available while residing at SPA.

### **Parenting Classes:**

SPA has had therapeutic groups focus on parenting skills for the youth at the academy as well as having trainings for house parent staff regarding parenting skills to equip them for some of the challenges and issues presented with their population of youth. Parenting classes for youth's family members is typically not provided due to them no longer living in the home or holding parenting rights.

### **Recreation and Exercise:**

Students can participate in a variety of recreational and exercise activities including formal sports teams that are part of the school CIF program, a campus intra-mural program, regular hikes, recreational trips and outings, use of the gymnasium and training facilities, health-related activities sponsored by the Health and Wellness Center, etc. There is also a performing arts program that includes instrument lessons, voice lessons, dance, self-defense, and other performance oriented activities.

### **Religious Program:**

Students are transported and supported in their attendance of religious services, following their particular faith tradition, within the community. It is typical for groups of students to attend religious services each week and some have also participated in mid-week religious activities when offered.

### **Work Program/Vocational Training:**

Career counseling is formally provided at the Qualcomm Technology and Career Information Center by the Regional Occupation Program and San Diego Workforce Partnership (Youth Empowerment Services, YES, program), who offer career exploration and vocational assessment, career counseling, training, on- and off-campus internships (in collaboration with New Alternatives, Inc), and post-internship placement. These services are also supported by the residential and clinical programs offering many of the internships available as well as helping counsel and direct students toward career interests and experiences.

The SPA tech center houses the career center, continuing education exploration resources, the Workforce Partnership, and several of the multi-media classes and opportunities offered by the

school and Workforce Partnership. Students have access to these facilities both as a part of their elective curriculum as well as after school where technology-oriented youth can acquire basic and more advanced skills in areas such as recording, film editing, and digital imagery. The tech center is outfitted with some quality technological equipment that students are able to use for school-related or personal projects.

**Visiting:**

Clinical and Residential staff provide supervised family visits in both on- and off-campus settings. When approved by County HHSA, some visits are able to become community, day, or overnight passes with family or friends that the students can participate in on a regular basis. When visits are required to be supervised by staff, they are monitored closely, documented, and include intervention when necessary. SPA staff work to assist in the monitoring of the visitation and often transport students to locations where these visits take place for the convenience of both the student and those they are visiting due to the location of SPA. Family participation and engagement, when approved and appropriate, is strongly encouraged and supported by the Academy and its staff.

**Correspondence:**

Youth may freely use cell phones, land-lines, computers, or mail services to communicate in an uncensored manner. Youth sign a computer conduct/etiquette contract, agreeing to limitations in use or viewing of inappropriate online material/sites. Youth may communicate as often as they wish and to whom they wish, unless there are specific no-contact orders established by the court and protective services.

**Access to Legal Services:**

All students are dependents of the court and thereby are assigned to an attorney. All students have access to their attorney’s contact information and attend court hearings every six months.

**HEALTH SERVICES**

The Sulpizio Family Health and Wellness Center at SPA houses two LVNs, as well as facilitates the psychiatric and medical services. Approximately 30% of students are receiving psychotropic medication managed by a contracted psychiatrist who comes two days per week and provides medication monitoring services. Assessment of illness, monitoring and coordinating of medical appointments, and basic nursing care is provided by nursing staff. Routine physicals and evaluations are also available on campus, with specialty and emergency services provided at the local hospital or Children’s Hospital. Nursing staff also conduct a variety of health-related programs and initiatives aimed at improving the overall health of the population. The Center offers workshops on stress management, healthy relationships, nutrition, fitness and substance abuse. The Center has medical exam rooms, room for future dental equipment, one conference room, one multi-purpose room, and patio space.

**MEAL SERVICE**

Who/what agency maintains the kitchen area?

New Alternatives, Inc.

Are kitchen staff members trained regarding sanitation and food handling procedures?

- Yes
- No

Have kitchen staff members received any training in the last year other than training given to newly hired employees?

- Yes
- No

If yes, describe what the training included:      Food Handler Training



Do youth work in the kitchen?

- Yes       No

If yes, have they been trained?

- Yes       No

Describe the types of work youth perform:

Coffee shop, kitchen, agricultural (farming), office work, and assisting on-site recreational activities/events.

Are youth permitted to converse during meals?

- Yes       No

If yes, may a youth seated at one table converse with a youth seated at a different table?

- Yes       No

Are meals served cafeteria style?

- Yes\*       No      Lunches during school hours (Monday thru Friday) are served cafeteria style and cafeteria –style breakfasts are also available to students on school days. However, all dinners and weekend meals are prepared and available in the residential homes so that family-style meals can take place during those times.

Are youth permitted 20 minutes or more to eat?

- Yes       No

### **Adequate and Varied Meals:**

Is there a weekly menu posted?

- Yes       No

Does a nutritionist, dietitian, or other health professional participate in the creation of the menu?

- Yes       No

How many calories per day does a youth who eats all of the standard meals provided consume?

N/A. Youth are provided breakfast and lunch Monday-Friday in accordance with federal school-lunch guidelines. However, in-residence meals are prepared by youth and are only monitored and discussed for appropriate intake but not specifically restricted. An emphasis on health and organic foods are emphasized at SPA (with many certified-organic foods grown on campus by the students themselves).

What approximate what percent of calories are from the following:

Protein:            unknown  
Carbohydrate:    unknown  
Fat:                 unknown

Are weaker youths protected from having food taken from them?

- Yes       No

There is no real opportunity for food bullying. Staff members are always present and observing. Food is abundant, available in the cafeteria, all student homes, and upon request by the youth.

### **Special Diets:**

Can special diets be accommodated when medically necessary?

- Yes       No

Was the facility unable to accommodate a special diet based on medical reasons within the last 12 months?

- Yes             No

Can special diets be accommodated when based on a youth's religious practices or beliefs?

- Yes             No

Was the facility unable to accommodate a special diet based on a youth's religious practices or beliefs in the last 12 months?

- Yes             No

General Comments:

The dining hall was included in the tour. SPA takes pride in the menu and providing nutritional, balanced meals. The kitchen, storage and refrigeration areas were seen but not extensively inspected. The dining hall was clean and neat. Meals are served cafeteria style in the dining hall as well as prepared in the student homes. Staff are present and supervising during meals. Youth may talk while eating their meals and the weekly menu was posted but requests may also be made from each student home. Many SPA students work in the kitchens and as interns in their agricultural programs with input to the food and menus. There is a youth-run smoothie/snack shop that allows for students to have leadership and entrepreneurial experiences and, although it has a coffee-shop ambience, coffee products are not sold from this shop. Vending machines are available for some food and drinks as well.

## SANITATION

### **Clothing and Personal Hygiene:**

Youth seen during the inspection were clean, well groomed and dressed appropriately. Clothing was in good condition and appropriate for the weather conditions. Youth may use their own clothing, either brought with them or provided by a family member. Youth are given clean clothes daily.

Privacy is maintained by gender separation and under general supervision of cottage staff. Showers and baths are scheduled for each youth separately, one at a time, in their own house as there is no communal shower or bath. Youth shower daily, most showers last an unspecified number of minutes.

### **Bedding and Linens:**

Appropriate beds are available in the each house. Adequate bedding and blankets were observed in the sleeping quarters. Bedding is laundered weekly and additional blankets are available upon request.

## TRANSITION PLAN

Throughout the high school year at SPA, students are working on various aspects of transitional planning including the acquisition of independent living skills from the moment they enter the program as part of the program's purpose. Skills such as managing money, doing laundry, cooking, cleaning, using transportation, etc. are focused on by all of the collaborating partners and are blended into the student's every day experience at the academy. Specific transitional planning activities are increased during the student's junior and senior years with events such as college visits and trips, tours or transitional living programs including TLPs and THP+ programs, an increased focus on saving money that is earned, interviewing and applying for scholarships, and linking students with services and resources that they will need and use after their transition. It is common for residential and clinical staff to transport and help students move into new housing and/or college dormitories, ensure that they have their basic needs, and continue to support and be available for these students long after their transition. Students often return, considering SPA their home, for community events, to live during school breaks or times of need, and simply to visit other adults and students that have been important in their lives.