



**TRIBAL YOUTH
RESOURCE CENTER**

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CONSIDERATIONS IN DEVELOPING YOUR JHWC POLICIES AND PROCEDURES MANUAL (PPM)

August 8, 2024

Presenters:

*Hon. Pat Sekaquaptewa & Laura Smith
Tribal Youth Resource Center*



Opening in a Good Way

Kaitlin Martinez, TYRC Young Leader Mentor



Tribal Youth Resource Center
www.TribalYouth.org

▶ BEFORE WE GET STARTED...

- *This project was supported by Grant #15PJDP-21-GK-04048-MUMU awarded by the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect those of the Department of Justice.*

Vision:

Envisioning a future where Indigenous youth thrive through traditional life ways.

Purpose:

Enhancing the opportunities for Indigenous communities to expand their potential in protecting and nurturing their most sacred asset – the youth.





▶ TRIBAL LAW AND POLICY INSTITUTE A Native American operated non-profit:

Dedicated to providing free publication resources, comprehensive training, and technical assistance for Native nations and tribal justice systems in pursuit of our vision to empower Native communities to create and control their own institutions for the benefit of all community members, now, and for future generations.

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TODAY'S PRESENTERS



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▶ LEARNING OBJECTIVES

Participants will gain an understanding of:

- I. The functional difference between the Policies and Procedures Manual and the Participant Handbook
- II. The core elements that make up the policies and procedures manual
- III. Tips for working with your team to negotiate and craft the policies and procedures for your unique system
- IV. How culture can be included in your policies and procedures manual
- V. Pros and cons for having your manual formally adopted by Tribal Resolution

▶ What is a PPM about, really?



- Collaboration and compromise
- Shared commitments toward a common purpose
- A living document



POLL QUESTION

Does your JHWC currently have a Policies and Procedures Manual?

- 1) Yes
- 2) No
- 3) Unsure

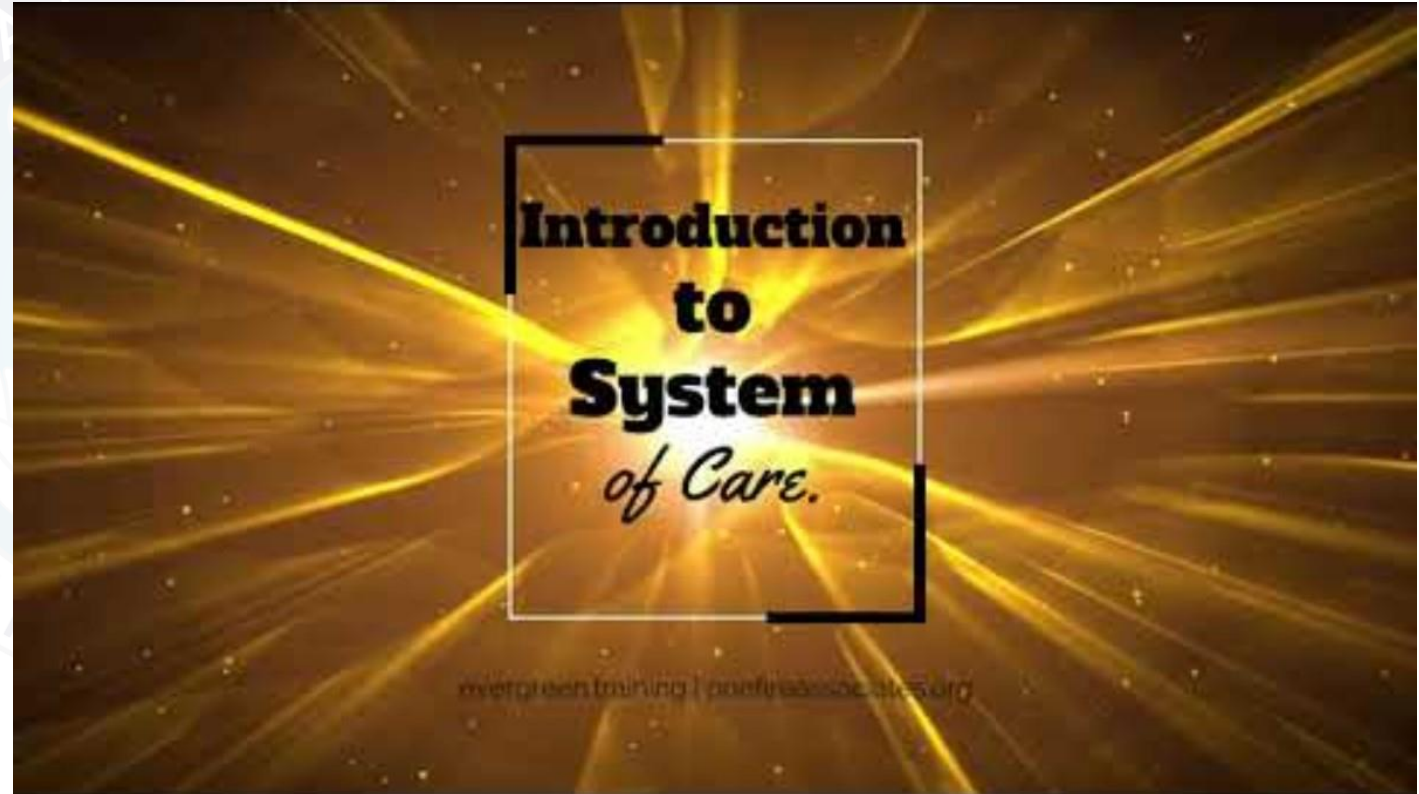
HOW DO THE “SOCIETY OF CARE” VALUES & PRINCIPLES RELATE TO JHWCS & PPMs (A.K.A., SYSTEMS OF CARE APPROACH)



System of Care Framework

System of Care Framework (from Stroul, B. & Friedman, R. (1986 rev ed)

Graphics By Nick Birdshead



▶ POLICIES AND PROCEDURES MANUAL (PPM) VS. PARTICIPANT HANDBOOK

- Different audience
 - ❖ PPM is for the team and partners serving youth and families
 - ❖ Participant handbook is for participants and their families
- Different function
 - ❖ PPM includes the rules for how everything operates and is a negotiation with compromises between team member departments/agencies and partners serving youth and families
 - ❖ The participant handbook informs and provides transparency to youth and their families so that they understand what is expected of them, and what happens if they don't meet those expectations
 - ❖ The participant handbook is about fairness and a way to engage youth and their families
- Different content
 - ❖ PPM includes everything in the Participant Handbook and a lot more!

▶ CORE ELEMENTS IN THE PPM

- I. Mission and goals
- II. JHWC Organization – team composition and orienting new team members
- III. Specific policies and procedures
- IV. Phases
- V. Treatment and complementary services
- VI. Exit Survey/Interview
- VII. Administration and evaluation

▶ NEGOTIATING WITH YOUR TEAM TO CRAFT A PPM FOR YOUR UNIQUE SYSTEM

- Important considerations when forming your team
 - ❖ Partners
 - ❖ Steering committee
 - ❖ Tribal resolution (if needed)
- Making it fun and educational -- cross-training opportunity!
- Ensuring team is trained in juvenile drug court model
- Local data matters for the structure of your policies and procedures
- Food helps!

▶ INCLUDING CULTURE IN YOUR PPM

Culture is integrated into your JHWC model as a whole – translated into the written PPM.

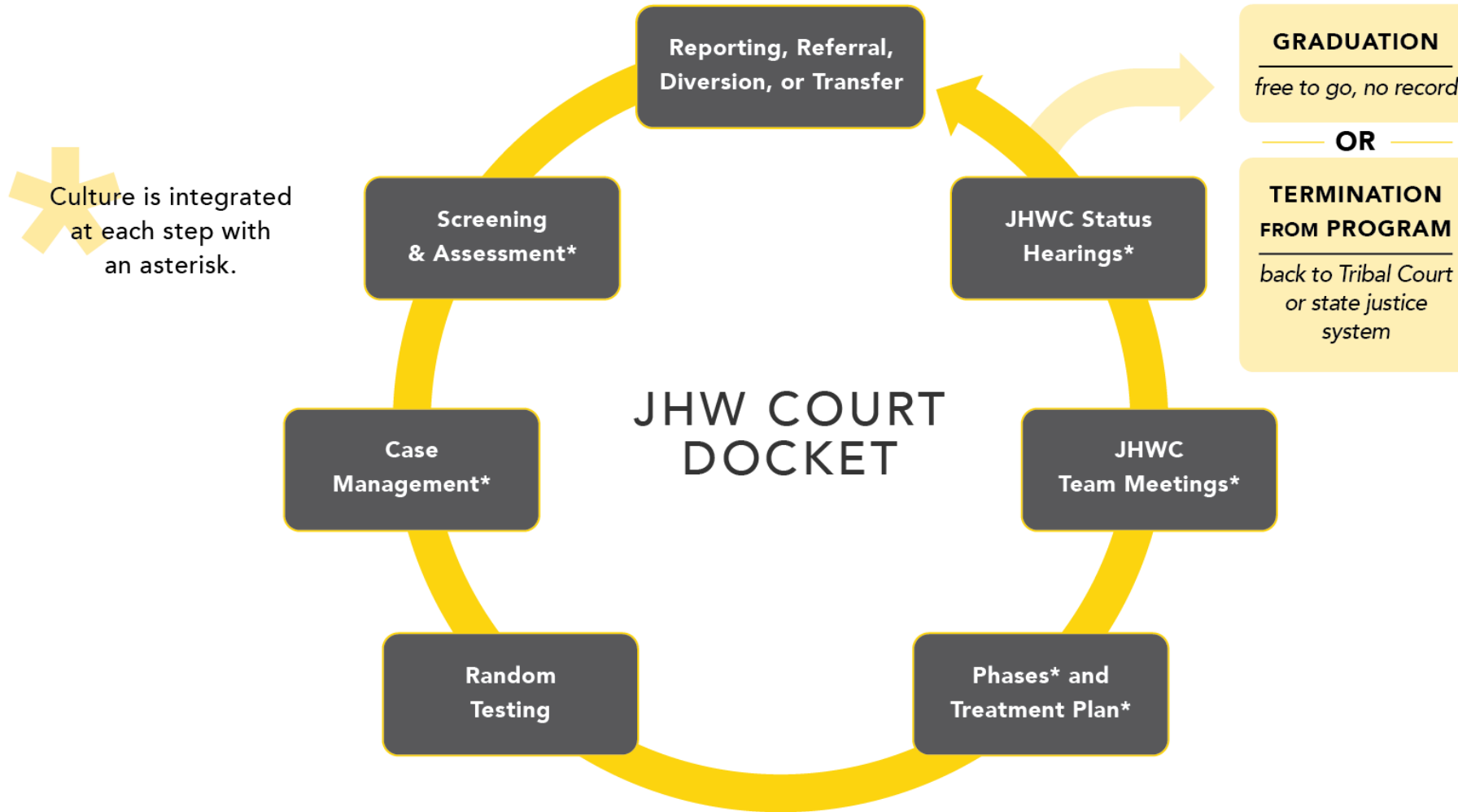
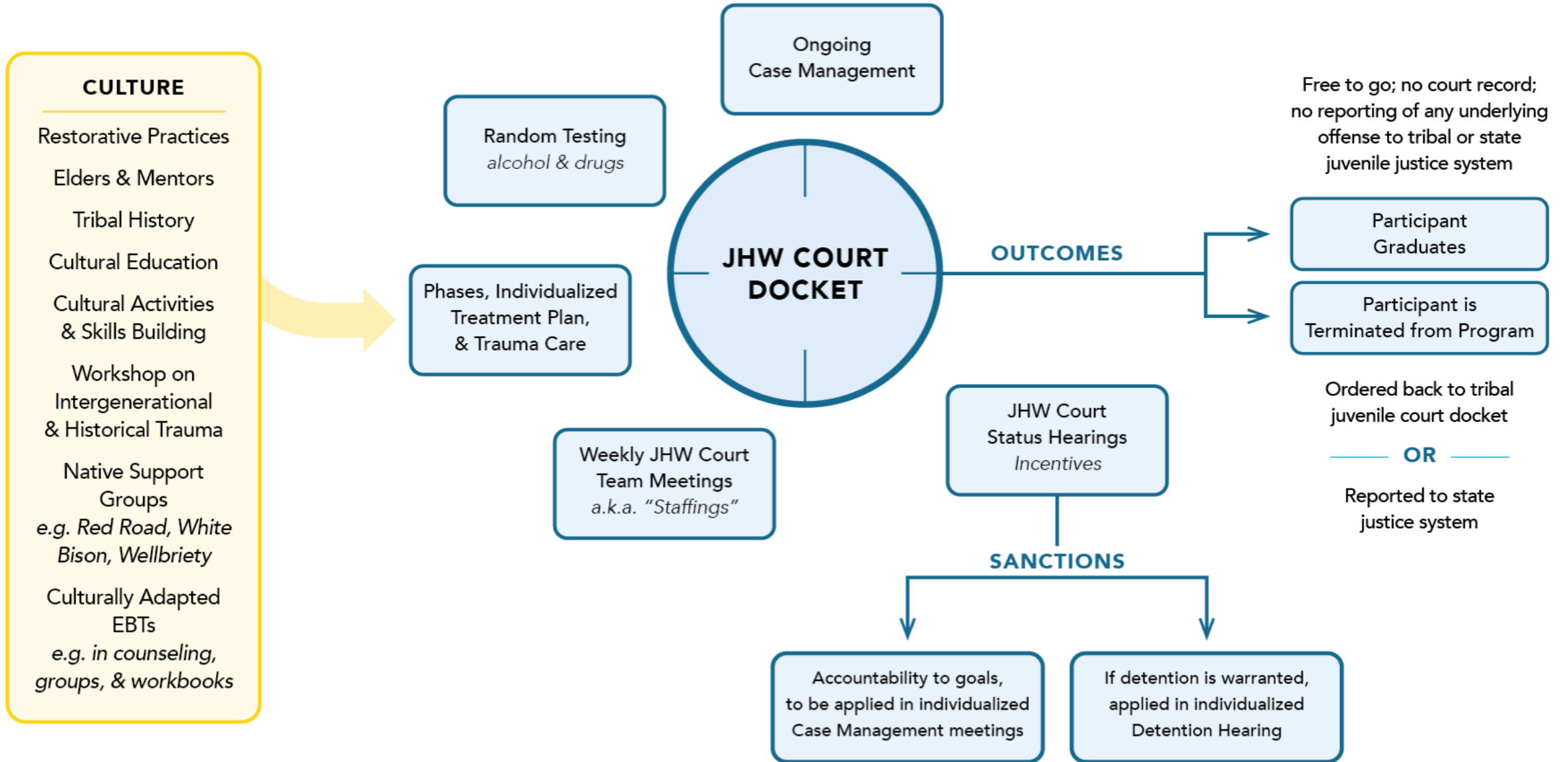


FIGURE 8

JUVENILE HEALING TO WELLNESS (JHW) COURT DOCKET

As Part of Tribal Court System



PROS AND CONS FOR HAVING PPM FORMALLY ADOPTED BY TRIBAL RESOLUTION

- PPM can hold different agencies and department heads accountable to the policies included in the manual
- Changes to the PPM can be more cumbersome if tribal resolution is required to modify it
 - This is a living document, and changes will be made at least annually
 - If formally adopted, include provision in manual saying team can revise the manual on certain frequency (given some review) without further tribal resolution

NEW RESOURCE!

JHWC Policy and Procedures Manual Checklist

Revised as of Monday, June 24, 2024

Sections	Subsections	Details
I. JHWC Mission and Goals	a. Introduction	What is the purpose and history of the JHWC?
	b. Mission Statement	A general statement of the intent of the JHWC
	c. Goals and Objectives	General goals and specific objectives of the JHWC (objectives that can be measured)
II. JHWC Program Organization	d. JHWC Team	Suggested Content: Statement that team members agree with mission, goals, and objectives Expected team meetings enumerated

TYRC's newly adapted JHWC Policy and Procedures Manual Checklist will be shared with all attendees following the session.

SAMPLES: JDTC & JHWC POLICIES & PROCEDURES

To access sample JDTC and JHWC policies and procedures manuals, go to the TYRC website (see link below) and click on the “Grantee Portal Log In” (in the upper right-hand corner), click on the “Tools, Templates, & Documents” menu in the black bar, click on “View Documents” under the yellow “Documents” button, scroll down to “Youth Healing to Wellness Court Policies and Procedures.”

<https://www.tribalyouth.org>

Take a look at the following sample JDTC/JHWC policies and procedures manuals:

North Dakota’s Juvenile Drug Court Program Manual:

- Program Overview & Staff Responsibilities, pp. 3-31
- Appendix A – General Forms, pp. 33-51
- Appendix D – Northeast (Devils Lake) Juvenile Drug Court Program, pp. 96-125

Cherokee Nation’s Juvenile Healing to Wellness Court Manual



Breaking Down the Sections and Subsections



▶ I. MISSION AND GOALS

Subsections	Details
a. Introduction	What is the purpose and history of the JHWC?
b. Mission Statement	A general statement of the intent of the JHWC
c. Goals and Objectives	General goals and specific objectives of the JHWC (objectives that can be measured)





SAMPLE CHEROKEE NATION

Vision

The Cherokee Nation Juvenile Healing to Wellness Court will help combat drug and alcohol use among our Tribal Youth, by taking a culturally based community approach. In joining with families, extended families, and communities, the program's team will strive to walk alongside the youth as they work to combat substance use and/or alcohol use. By implementing mental health services, cultural connection, and an overall wellness plan; drug and/or alcohol use will be replaced with respect, concern and a sense of belonging to their Tribal community.

The vision of the Team is to rehabilitate Tribal youth and families from the debilitating effects of drugs and alcohol; thereby, strengthening communities and the tribe. The Cherokee Nation has set out in its "Declaration of Designed Purpose," the following goals:

- Develop a Nation with active youth who are healthy in mind, body, and spirit through restoration and cultural healing.
- Assist the youth in developing and sustaining a strength in their identity through their language, history, and culture for the purpose to combat drug and alcohol use within the community.

By providing the youth with access to their language, culture, and history, they will regain a sense of place and belonging to their tribe and become part of a healthy community. Through a highly structured application of services, the Team works to instill tribal values and reintegrate youth into their Tribal community.

Mission

The mission of the JHWC is to provide comprehensive, collaborative, supportive, and culturally based services for Tribal youth battling substance use, alcohol use, and other delinquent issues within the Cherokee Nation reservation. The JHWC team will provide the youth with a restorative and culturally based therapeutic diversion from the Juvenile Justice Court system.

▶ II. JHWC PROGRAM ORGANIZATION

JHWC Team:

- Statement that team members agree with mission, goals, and objectives
- Expected team meetings enumerated
- Team members are responsible to report back to the team on the progress of participants
- Team members are expected to raise issues/share concerns
- Generally, decisions regarding participants will be made by team consensus; however, the judge can and will make final decisions if necessary
- Team meeting content is confidential
- Advocacy for a participant should be done in team staffing, but there is a united front outside of staffing
- Team members are expected at both staffing and court sessions
- Team meetings are held outside of staffing and held regularly to discuss policy and procedures, conduct training, and address pertinent issues of the JHWC
- Membership of the team should be included along with a description of each member's responsibilities

▶ II. JHWC PROGRAM ORGANIZATION CONT.

JHWC New Members:

- New team members must review policy and procedures manual, participant handbook and other JHWC protocols
- Judge (or other designated team member) will introduce new members to teams and participants
- Describe training for new team members consistent with the Juvenile Drug Treatment Court (JDTC) Guideline 1.4.

JUVENILE DRUG TREATMENT COURT (JDTC) GUIDELINE 1.4

RECOMMENDED TRAINING:

- The nature of substance use disorders and the dynamics of recovery
- Staff skill development and effective case management
- Screening and assessment for substance use and criminogenic needs, particularly relating to the development of treatment plans for juvenile justice programming
- Adolescent development and the developmental perspective
- Cultural competence in working with youth and families
- Family engagement and working with caregivers through a trauma-informed lens
- The use of effective contingency management strategies (e.g., incentives and sanctions)
- The purpose of each intervention implemented for JHWC participants, the evidence of its value, and how it aligns with the JHWC's mission
- The effective use of evidence-based practices (that address co-occurring mental health issues and other cooccurring issues such as family dysfunction) in substance use treatment

▶ III. SPECIFIC POLICIES AND PROCEDURES

- 1) Eligibility criteria
- 2) Referral and screening processes
- 3) Transfer, referral and/or diversion processes
- 4) Case management responsibilities
- 5) Participant status reports
- 6) Description of staffing
- 7) Description of status hearing
- 8) Confidentiality protocols
- 9) Team member training
- 10) Cultural awareness and inclusion policy
- 11) Alcohol and other drug testing
- 12) Incentives, Sanctions, and Accountability to Goals protocols
- 13) Termination protocol



III. SPECIFIC POLICIES AND PROCEDURES – ADMISSION CRITERIA (ELIGIBILITY CRITERIA)

- This section includes a description of the eligibility criteria – include both inclusionary and exclusionary criteria
- Important to communicate these criteria clearly to referral sources, otherwise number of referrals will be low
- Important to ensure that JHWC has the services available that are needed for anyone admitted into the JHWC
- Importance of not mixing low and high-risk youth





HOW THE AMERICAN JUSTICE SYSTEM IDENTIFIES AND SORTS JUVENILES

(the focus is on targeting individuals for successful treatment and supervision, and matching them to assessed needs and risk levels, delivered in the appropriate sequence)

Low Risk



- Skipping School
- Running Away
- Drinking Underage
- Acting Out
- “Ungovernability”
- “Incorrigibility”
- “Being Beyond the Control of One’s Parents”
- Violating Curfew

High Risk of Reoffending and High “Criminogenic Need”

- Work, School, Recreational Issues:**
- Lack of education
 - Chronic unemployment
 - Lack of participation in non-criminal leisure activities

How One Thinks

- Faulty thought process (rationalizing crime, blaming the victim or system, substance use/abuse)

Behavior:

- Aggressiveness
- Cruelty
- Rage
- Argumentativeness
- Defiance of authority



Personality:

- Lack of empathy
- Criminal identity
- Impulsivity
- Disregard for others
- Aggressiveness
- Excessive risk-taking

Peers:

- Close associates who present anti-social beliefs and attitudes, who engage in criminal behavior
- Isolation from pro-social influences
- Family issues



III. SPECIFIC POLICIES AND PROCEDURES – ADMISSION CRITERIA (ELIGIBILITY CRITERIA) CONT.

EXAMPLE: Cherokee Nation JHWC

“Youth referred to the Juvenile Healing to Wellness Court will be determined eligible for participation in the Juvenile Healing to Wellness court if they meet specified criteria. Youth will be defined as any person between the ages of 12-18 years of age. If the Youth does not meet the criteria, exceptions can be made on a case-by-case basis following a staffing with the Juvenile Healing to Wellness Court Team and approval of the team.

Youth within the Cherokee Nation reservation will be eligible for participation in the Juvenile Healing to Wellness Court contingent they meet the additional criteria:

- Any Youth who is a citizen of the Cherokee Nation*
- Any Youth who is a citizen or member of any other federally recognized Indian tribe, including Alaska Native entities*
- Any Youth who is eligible to become a member of any federally recognized Indian tribe; and*
- Any Youth who would be considered an “Indian” for the purposes of federal criminal prosecution under 18 U.S.C & 1152 and/or 18 U.S.C. & 1153”*

III. SPECIFIC POLICIES AND PROCEDURES – ADMISSION CRITERIA (ELIGIBILITY CRITERIA) CONT.

“• Youth offense must be alcohol or drug-related; with a medium to high risk for substance and/or alcohol dependency

• Youth with a charge of manufacturing, trafficking, or distribution of CDS will need approval from the Juvenile Healing to Wellness Court Team before participation can be considered

• The Youth will receive a mental health evaluation and must be deemed cognitively capable of comprehending and completing the program requirements established within the treatment plan

• Youth must display a willingness to comply with requirements set forth for them by the Juvenile Healing to Wellness Court (JHWC)

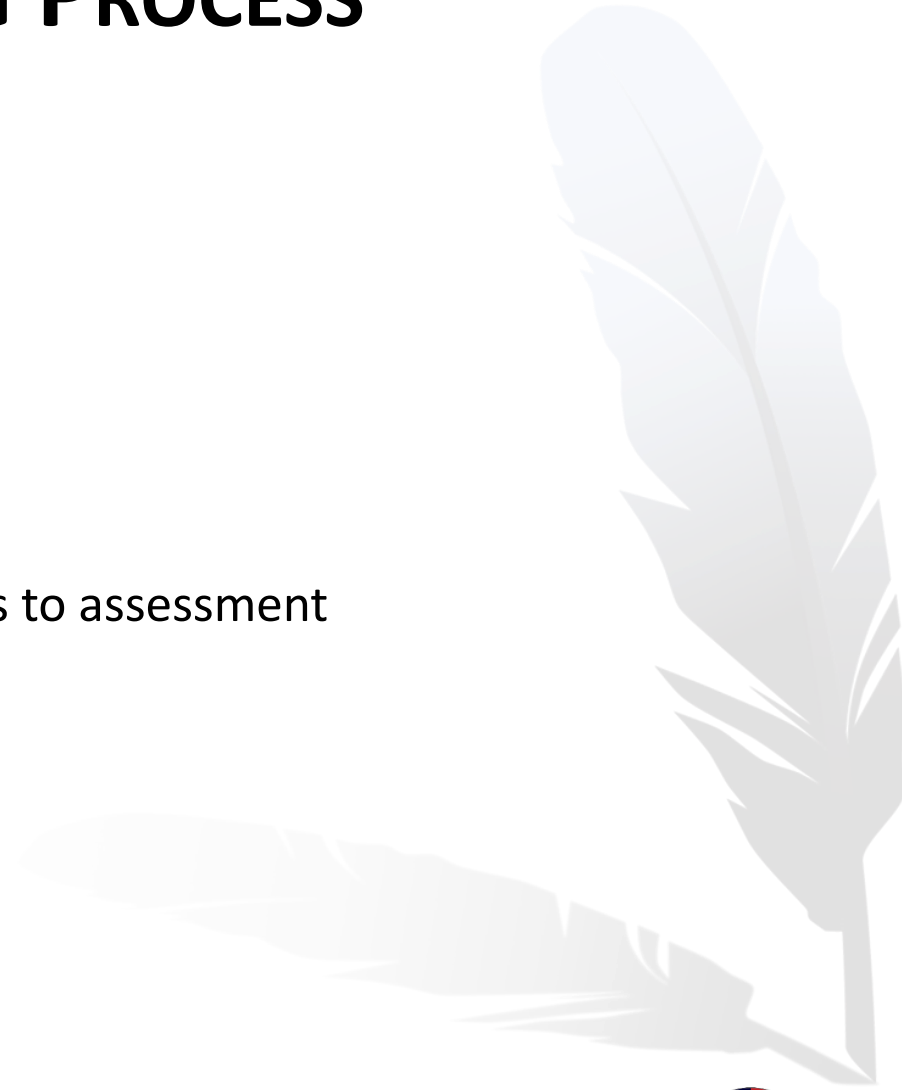
• Youth and Parents must sign a contract with the JHWC agreeing to participation, honesty, abstaining from substance and/or alcohol use, follow recommendations of the treatment plan and to fulfill the requirements of each phase

Any youth referred to the JHWC must not be adjudicated for a “violent offense” “violent offender” includes a juvenile who has been convicted of or adjudicated delinquent for a felony-level offense that (1) has as an element the use, attempted use, or threatened use of physical force against the person or property of another, (2) the possession or use of a firearm, or (3) by its nature, involves a substantial risk that physical force against the person or property of another may be used in the course of committing the offense The Youth must have a court related offense, referred by Cherokee Nation ICW, or referred by a School Resource Officer for a drug and/or alcohol offense committed on school property.”



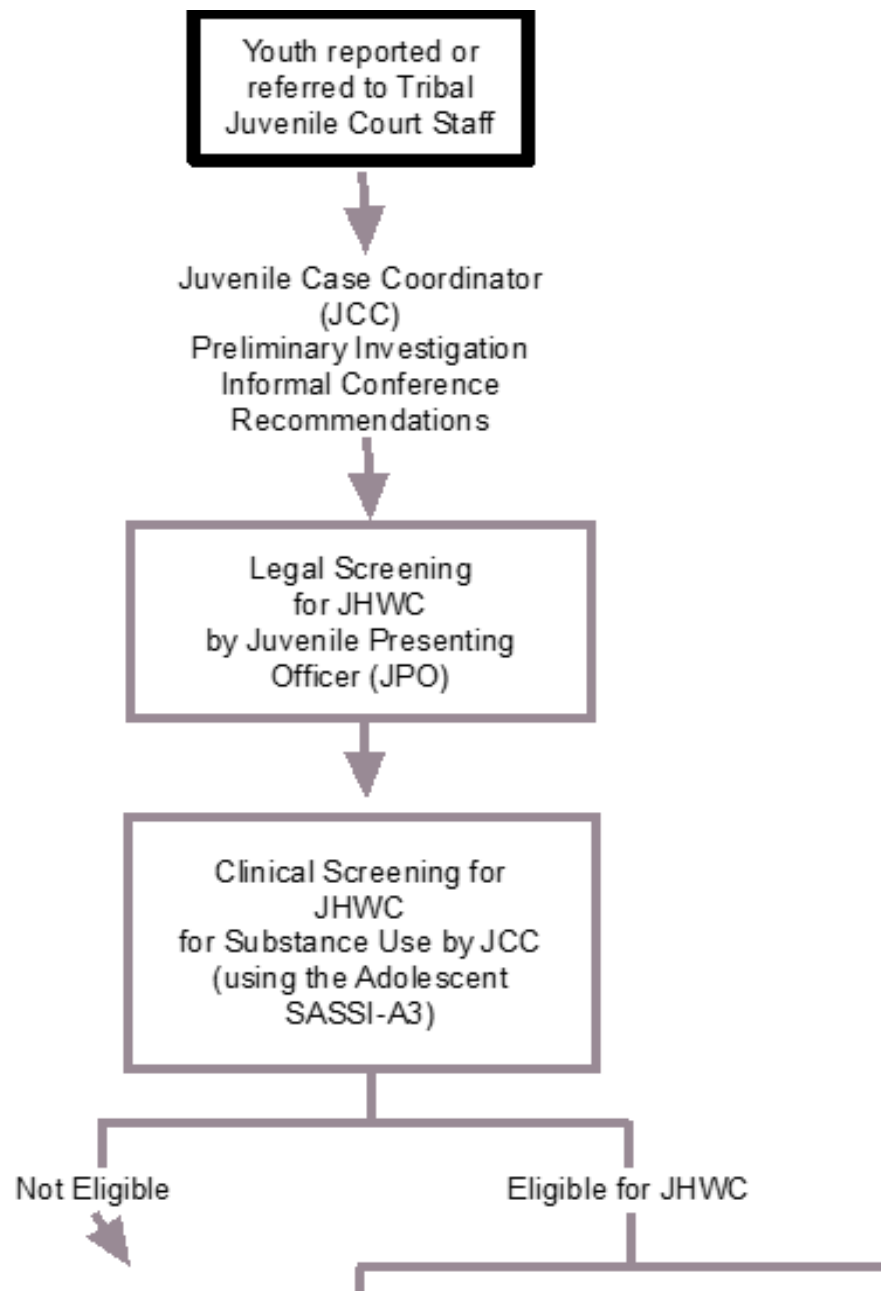
III. SPECIFIC POLICIES AND PROCEDURES – PARTICIPANT REFERRAL AND SCREENING PROCESS

- **Components:**
 - ❖ Definition of Target Population
 - ❖ A description of the referral and screening process step-by-step
 - ❖ A flow chart
- Ensuring team is clear on this process is critical to avoid big delays to assessment and placement in services, which can harm youth



Participant Referral and Screening Process

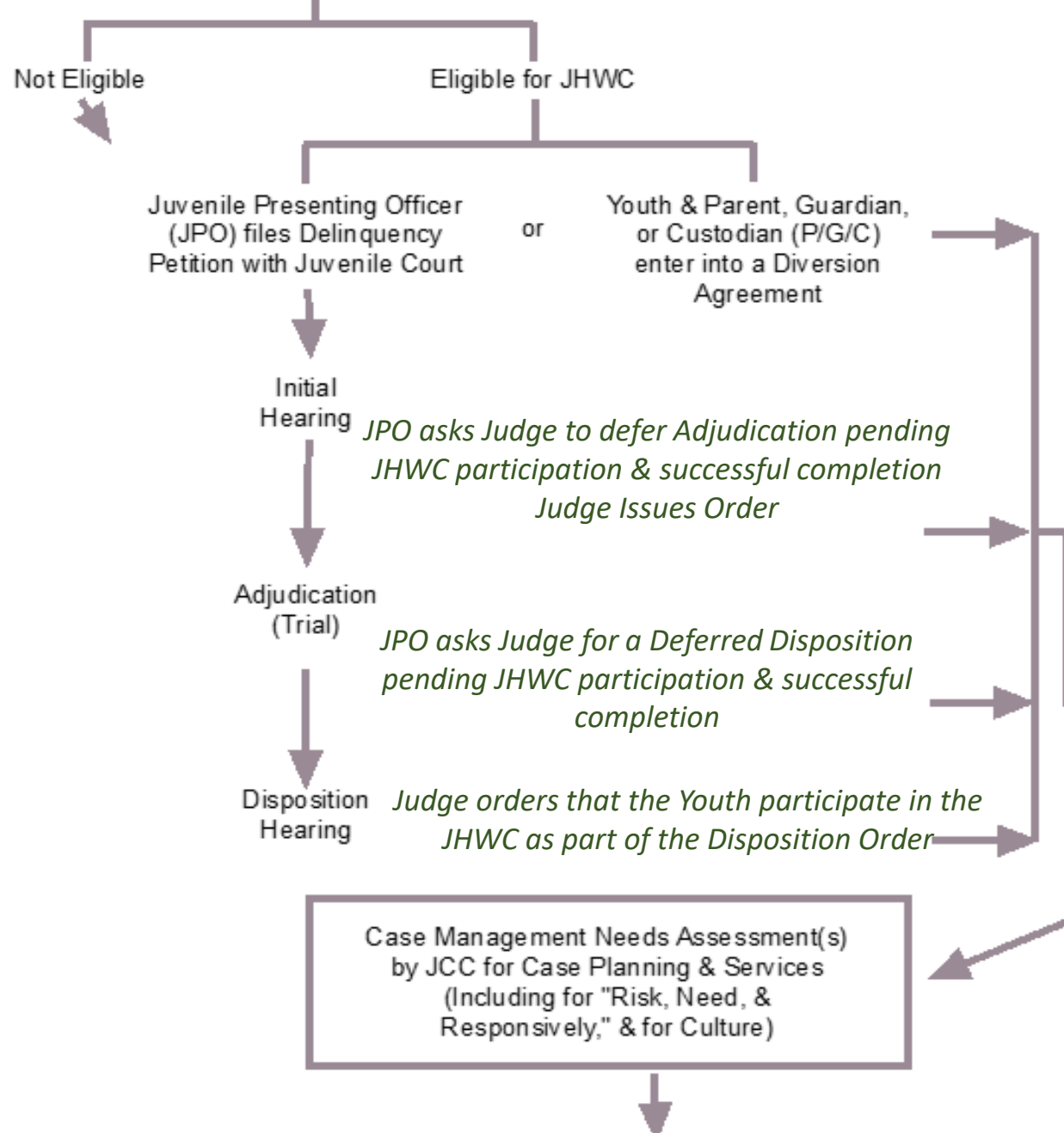
SAMPLE Flow Chart – Part 1



Legal Screening w/in 1 week of Report or Referral

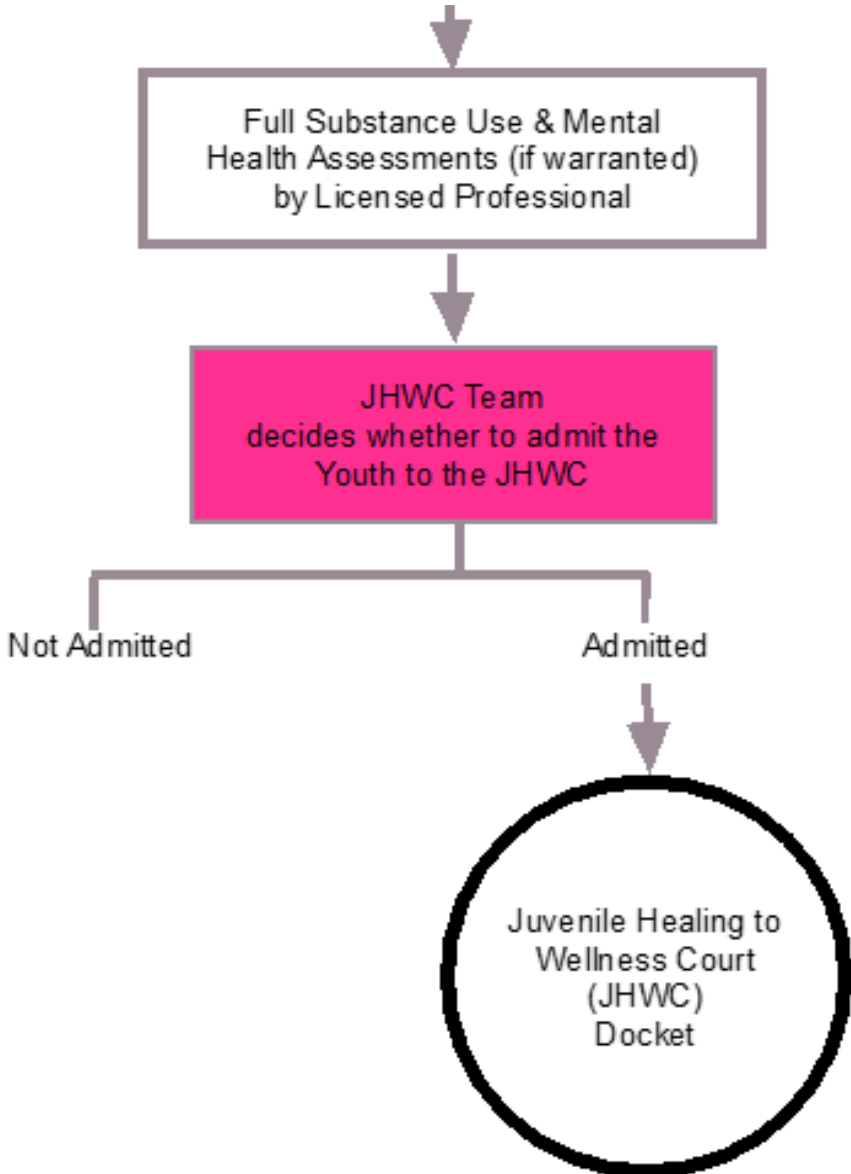
Clinical Screening w/in 1 week of Report or Referral

Participant Referral and Screening Process SAMPLE Flow Chart – Part 2



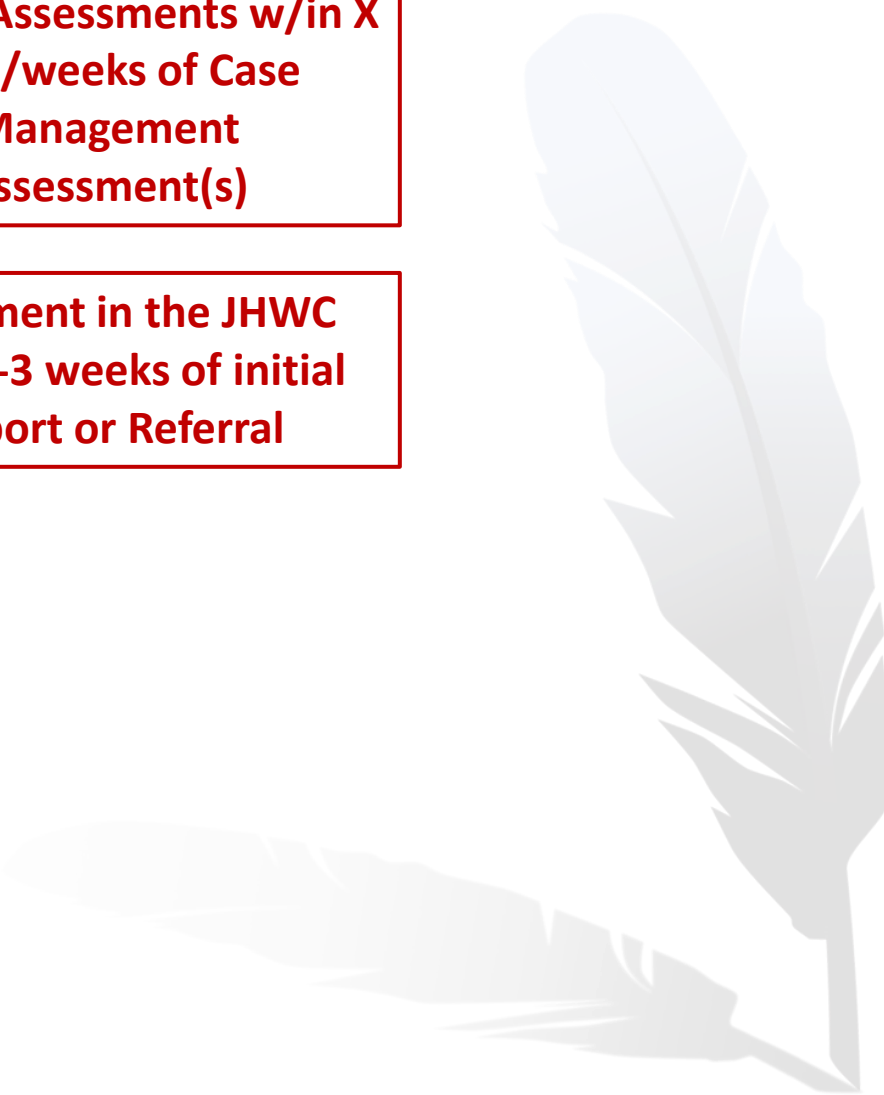
Case Management Needs (& other) Assessment(s) w/in 1 week of Legal and Clinical Screening

Participant Referral and Screening Process
SAMPLE Flow Chart – Part 3



Clinical Assessments w/in X days/weeks of Case Management Assessment(s)

Placement in the JHWC w/in 2-3 weeks of initial Report or Referral



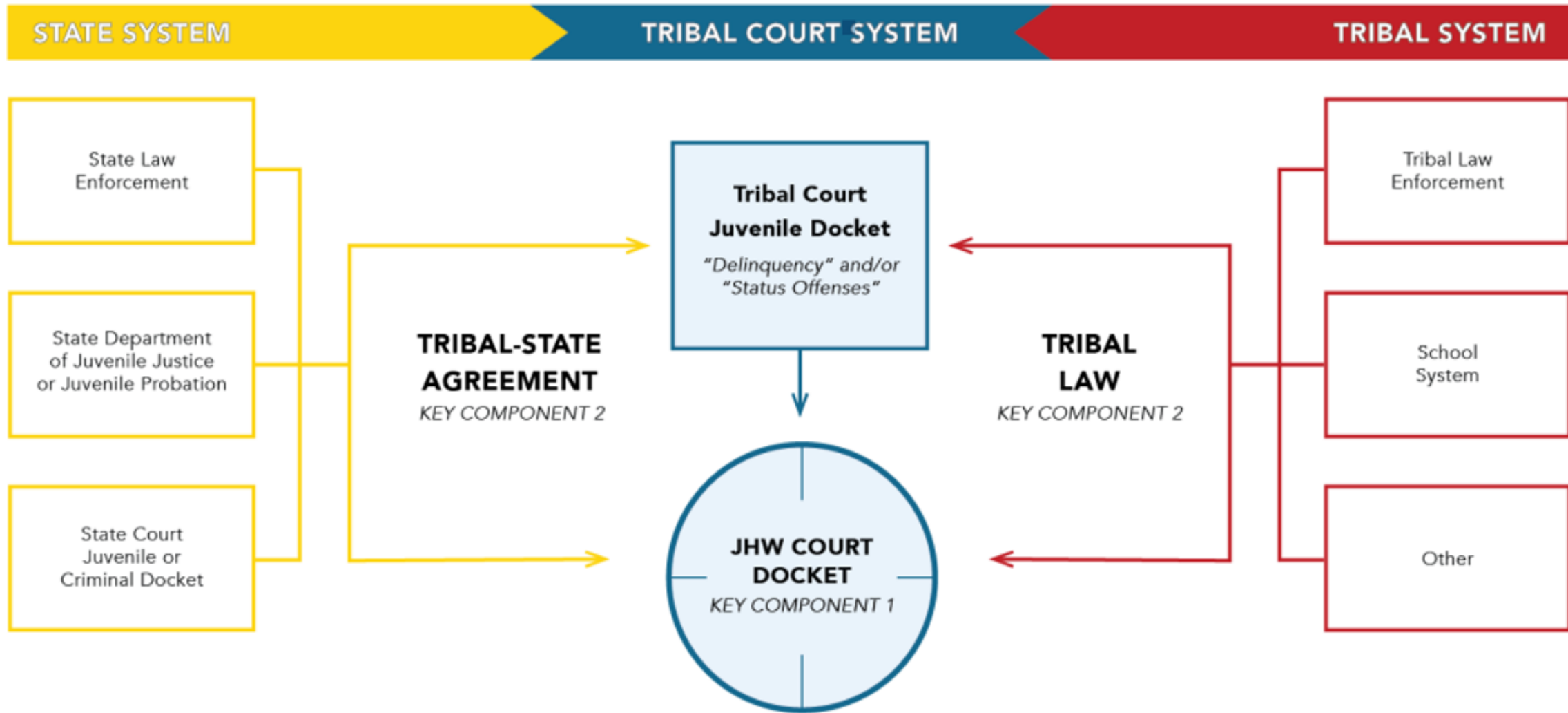
▶ III. SPECIFIC POLICIES AND PROCEDURES – PARTICIPANT TRANSFER, REFERRAL, AND/OR DIVERSION PROCESS UNDER STATE/COUNTY-TRIBE AGREEMENTS

Components:

- A written description of the process step by step of how cases come in from the state or county to the tribal court
- A flow chart (the second of two flow charts included in the PPM)

REPORTS, REFERRALS, TRANSFERS AND/OR DIVERSIONS

How Native/Tribal Youth Move from State to Tribe, and/or within the Tribe



▶ III. SPECIFIC POLICIES AND PROCEDURES – CASE MANAGEMENT RESPONSIBILITIES

Suggested content:

- Who does case management and if more than one person, how are the responsibilities divided up?
- What case management assessment tools do you use for determining criminogenic risk/need, for case planning, and for culture?
- Describe your case management plan.
- Describe your case management behavioral contract, if different from the plan.
- Provide copies of the forms in the Appendix for the plan and/or the contract.

III. SPECIFIC POLICIES AND PROCEDURES – CONT'D

Specific Policy and/or Procedure	Suggested Content
Participant Status Reports	<ul style="list-style-type: none"> •Who develops reports, what do they contain, and when are they due? •Treatment report contains attendance, days missed, progress note, recommendations •Client Status Reports are for team members only
Staffing Description	<ul style="list-style-type: none"> •Should describe who participates in staffing and the process •Should include a statement that the information discussed will be kept confidential
Status Hearing Description	<p>Includes a description of the protocol used for the JHWC docket, what is expected of team members, and, if new information is brought forward, what is the protocol?</p>



▶ **JOIN SESSION II TO CONTINUE DIVING DEEPER
INTO THE PPM CORE COMPONENTS**

THURSDAY, AUGUST 29

12PM PT/ 1PM MT/ 2PM CT/ 3PM ET

QUESTIONS?

- Please type your questions into the Q&A box!



▶ CONTINUE TODAY'S DISCUSSION IN THE GRANTEE PORTAL FORUM!

- You are invited to continue discussing the topics covered in today in the Grantee Portal forum
- To access the forum, sign into the Grantee Portal (www.tribalyouth.org/grantee-login) and click “Forum” in the navigation bar
- Email TribalYouth@TLPI.org with any questions

What is the Grantee Portal? The Grantee Portal is a new centralized resource hub on the TYRC website where OJJDP Tribal grantees can build relationship with other programs funded by OJJDP and access a wide variety of materials to support the planning, implementation, and sustainability of your grants. All points of contact with OJJDP Tribal Grantees have an account.



CONTACT US!



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EVALUATION

- The evaluation survey will appear as a pop-up window on your zoom screen
- We are grateful for your feedback!





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THANK YOU!

**CLOSING IN A
GOOD WAY**

