

# CASE STUDY

## NEW IMAGE PROTECTIVE SERVICES



### LOCATION

- Within the state of Michigan
- Secure juvenile placement facility

### PURPOSE

- To provide immediate supplemental staffing and operational management for a facility that was severely understaffed and at risk of being shut down. The partnership ensures the facility maintains the required ratio of staff to residents.

### PERFORMANCE METRICS

- **Reporting:** Monthly invoicing and huddles with leadership.
- **Business Reviews:** Regular updates on recruitment, training, staffing, incidents, and future planning.
- **Staffing Speed:** Achieving full staffing requirements in under three weeks.

### STAFFING & MANAGEMENT

- **Manager:** On-site full-time management.
- **Supervisors:** One per shift.
- **Direct Care Specialists:** One for every four Youth Specialists.
- **Youth Specialists:** Experienced in the care of juveniles and corrections.

### PAIN POINTS VS. IMPROVEMENTS

#### PAIN POINTS

- Current staff stressed & overworked.
- Lack of applicants for open positions.
- Suspension of services.
- Suspension of recreation time.
- Risk of facility closure.
- Interruption of education programming.

#### IMPROVEMENTS

- Staff relieved of mandatory OT.
- Rapidly recruited and hired ~20 staff.
- Restored services.
- Restored recreation time.
- Facility stabilized with full staffing.
- Resumption of education programming.

### SERVICES

- **Safety and Security:** Maintain a secure living environment, preventing violence and resolving conflicts peacefully.
- **Behavior Management:** Monitor resident behavior, enforce rules, and document incidents.
- **Recordkeeping:** Maintain accurate records of resident activities, behavior, and facility operations.
- **Compliance:** Adhere to state and facility regulations.
- **Facility Maintenance:** Contribute to a clean living space.
- **Communications:** A management member is available 24/7 to address any issues.

### HIRING & MOBILIZATION

- **Mobilization:** Significant staffing levels were achieved within one week of the request, with full staffing requirements met in approximately 2.5 weeks.
- **Hiring Standards:** Licensing-required background checks include drug testing, sex offender registry, driving records, education verification, and state/federal criminal background checks, including the State of Michigan Child Care Background Check Program.

### TRAINING

- Management staff is trained by the facility team to ensure regulatory compliance; they subsequently train all new NPS team members.
- Staff receive onboarding training by NPS before entering the facility's specific onboarding program.

