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## **Optimizing The Delivery Of Social Services: Evidence-Based Models In Estonian Juvenile Offender Rehabilitation**

### **1. Introduction**

In a world of scarce resources it becomes very important to ensure that clients achieve the best supporting services possible without exerting significant cost on providers and funders of public social services. The effects of quality management on social work is still widely unexplored - critics suspect that it will lead to machine bureaucracy, whereas supporters hope for a greater transparency and effectiveness (*Beckmann, Otto, Shaarschuck & Schrödter 2007, 78*).

This presentation describes an Estonian Juvenile Offender Rehabilitation system that takes the needs of clients and the applicable social service program and optimally assigns clients to the system. This assignment, based on the continuous person-centred evaluation of individual needs and the efficiency of interventions – minimizes the cost to the service provider and maximizes the results of service (*Dowling 2006, 2008*). The goal of the submission is to represent the Estonian model of rehabilitation in case of optimizing the resource-use on the wider-systematic and „client-close“ field.

### **2. Implementing quality assurance system EQUASS**

The wider-systematic approach is connected with European Quality in Social Services (EQUASS), piloted and implemented into Estonian social-services delivery system as EU financed project-based initiative. EQUASS is an initiative of the European Platform for Rehabilitation and it is a certification system for quality assurance and quality control in social services. It enables organisations which provide services in the social sector to engage in an internal and an external certification process at a European level by which they assure quality of their services to service users and other stakeholders. Certification by EQUASS Assurance is characterised by 44 criteria (based on the principles of quality: leadership, staff / professionals, rights, ethics, partnership, participation, person centred, comprehensiveness, result orientation, continuous improvement), the internal and the external audit. The presentation gives the overview about EQUASS model implemented into Estonian juvenile offender rehabilitation system (*Criteria for EQUASS ASSURANCE 2010*).

### **3. Practical resource optimization: interventional-evaluational service model**

The second part of current presentation focuses on the process on client-close social service

delivery in Estonian juvenile offender rehabilitation system based on the research conducted in the period 2007-2010. The main objective of this research was to map / identify the interventional-evaluational model of the juvenile offenders' rehabilitation service in Estonia. The study was based on the principles of self-determination theory (*Deci & Ryan 2000; Ryan, Decy, Grolnick, La Guardia 2006*). The target group of the research comprised of the juvenile offenders and their parents who were participating in rehabilitatsion service provided as juvenile sanction measure (n = 100). In stage 1 of the research, the in-depth interviews were carried out with 100 parents. In stage 2 of the research the rehabilitation plans (100) composed by multidiciplinary rehabilitatsion teams were analyzed. Therefore, both stages included a total 100 respondents form different regions in Estonia (from 24 local governments).The interview- and data-analyses based study enabled to describe and visualize the Estonian model of juvenile offender rehabilitation, based on principles of ressource-use optimization, person-centredness and reflectional co-operation.

#### **4. Results**

Presentation rooted in ressource-use optimization in social service delivery field gives the evicence-based overview about interventional-evaluational models in Estonian juvenile rehabilitation practice In the presentation will be discussed the used methodology, preliminary results, present contributions to theory and practice, and suggestions for research possibilities.

#### **References**

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