

The Standardized Program Evaluation Protocol (SPEP™):

Service Score Results: Baseline

Name of Program and Service: North Central Secure Treatment Unit, Girls Program, Work Training

Cohort Total: 26

SPEP ID: 119-T01

Selected Timeframe: Jun. 1, 2015 - Sep. 30, 2016

Date(s) of Interview(s): Sep. 13, 2016, Nov. 15, 2016

Lead County & SPEP Team Representatives: Danielle Salisbury, York Co. & Lisa Freese, EPISCenter

Person Preparing Report: Danielle Salisbury & Lisa Freese

Description of Service: *This should include a **brief** overview of the service within the context of the program, the location and if community based or residential. Indicate the type of youth referred, how the service is delivered, the purpose of service and any other **relevant** information to help the reader understand the SPEP service type classification. (350 character limit)*

North Central Secure Treatment Unit (NCSTU) Girls Program provides secure treatment programming for adjudicated delinquent females age 13–20. Located in Montour County, the Girls Program offers a wide range of services designed to meet the diverse needs of its residents including specific programming for substance abuse and criminal behavior issues, gender-responsive services for female offenders, programming for residents having lower cognitive functioning, and treatment for issues related to chronic delinquent behavior and mental health disorders. All treatment services and aftercare planning incorporates a Balanced and Restorative Justice (BARJ) perspective.

There are currently two Girls Programs located at the NCSTU. Both the Green and Reed Buildings can house up to 24 residents. Each building has two 12 bed units provides female offenders with treatment and services targeting delinquency, trauma, loss, and mental health disorders. The program's mission is to provide a safe, supportive environment while encouraging and empowering young women to lead healthy lifestyles that promote dignity, integrity and responsibility.

All residents are given opportunity to participate in the Work Training Program. It gives residents the opportunity to earn money to pay toward restitution, send money home to family, or put it into a savings account. To be eligible for this service, residents must earn Ruby Level of the GEM system, be committed to the change process, be a positive leader among peers, and meet all of the expectations of the Work Training Program. If a resident owes more than \$800 in restitution, a red flag meeting is held where staff may approve the resident to begin working prior to reaching Ruby Level.

The four characteristics of a service found to be the most strongly related to reducing recidivism:

1. **SPEP™ Service Type:** Restitution/Community Service

Based on the meta-analysis, is there a qualifying supplemental service? No

If so, what is the Service type? There is no qualifying supplemental service

Was the supplemental service provided? n/a

Total Points Possible for this Service Type: 15

Total Points Earned: 15 Total Points Possible: 35

2. **Quality of Service:** Research has shown that programs that deliver service with high quality are more likely to have a positive impact on recidivism reduction. Monitoring of quality is defined by existence of written protocol, staff training and supervision, and how drift from service delivery is addressed.

Total Points Earned: 10 Total Points Possible: 20

3. **Amount of Service:** Score was derived from examination of weeks and hours each youth in the cohort received the service. The amount of service is measured by the target amounts of service for the SPEP service categorization. Each SPEP service type has varying amounts of duration and dosage. Youth should receive the targeted amounts to have the greatest impact on recidivism reduction.

Points received for Duration or Number of Weeks: 8

Points received for Dosage or Number of Hours: 6

Total Points Earned: 14 Total Points Possible: 20

4. **Youth Risk Level:** The risk level score is compiled by calculating the total % of youth that score above low risk, and the total % of youth who score above moderate risk to reoffend based on the results of the YLS.

25 youth in the cohort are Moderate, High or Very High YLS Risk Level for a total of 12 points

6 youth in the cohort are High or Very High YLS Risk Level for a total of 5 points

Total Points Earned: 17 Total Points Possible: 25

Basic SPEP™ Score: 56 total points awarded out of 100 points. Compares service to any other type of SPEP therapeutic service. (eg: individual counseling compared to cognitive behavioral therapy, social skills training, mentoring, etc.)

Note: Services with scores greater than or equal to 50 show the service is having a positive impact on recidivism reduction.

Program Optimization Percentage: 70% This percentage compares the service to the same service types found in the research. (eg: individual counseling compared to all other individual counseling services included in the research)

The SPEP and Performance Improvement

The intended use of the SPEP is to optimize the effectiveness of reducing recidivism among juvenile offenders. Recommendations for performance improvement are included in the service feedback report, and these recommendations are the focus of the performance improvement plan, a shared responsibility of the service provider and the local juvenile court. The recommendations for this service included in the feedback report are:

The NCSTU Work Training service could improve its capacity for recidivism reduction through:

1. Addressing the following points related to service quality:
 - a. Develop a mechanism for tracking use of the protocol during the delivery of Work Training, and establish a review process of the protocol on a routine basis to ensure effective service delivery;
 - b. Document procedures that specifically address steps to be taken should a YDA fail to deliver Work Training as it is intended to be delivered, and ensure that these procedures are systematically applied;
 - c. Develop a process for formal evaluation of the effectiveness of Work Training program-wide (can be done through the collection of process and outcome data) and utilize this information to enhance or adapt the delivery of Work Training.
2. Monitoring the amount of service by:
 - a. Targeting 60 hours of Work Training for each resident that receives the service. While 62% of the cohort met this target, this percentage could increase by increasing the number of hours weekly where it is known that a resident's stay will be shorter in length;
 - b. Reminding referral sources of the targeted duration of 12weeks.
3. Continue to target high risk youth as residents.

The Standardized Program Evaluation Protocol (SPEP™):

Service Score Results: Reassessment 1

SPEP™ ID and Time: 119-T02

Agency Name: North Central Secure Treatment Unit (NCSTU)
Program Name: Girls Program
Service Name: Work Training
Cohort Total: 57
Timeframe of Selected Cohort: All delinquent youth who began this service on/after January 1, 2018 and ended this service on/before January 24, 2020
Referral County(s): Allegheny (9), Berks (3), Carbon (1), Chester (1), Columbia (1), Delaware (2), Erie (1), Fayette (1), Franklin (1), Lehigh (2), Luzerne (2), Monroe (1), Montgomery (1), Philadelphia (19), Pike (1), Schuylkill (3), Westmoreland (5), York (3).
Date(s) of Interview(s): March 12, May 21 and November 14, 2019
Lead County: York
Probation Representative(s): Danielle Salisbury, Supervisor
EPIS Representative: Lisa Freese

Description of Service:

North Central Secure Treatment Unit (NCSTU) Girls Program provides secure treatment programming for adjudicated delinquent females age 13–20. Located in Montour County, the Girls Program offers a wide range of services designed to meet the diverse needs of its residents including specific programming for substance abuse and criminal behavior issues, gender-responsive services for female offenders, programming for residents having lower cognitive functioning, and treatment for issues related to chronic delinquent behavior and mental health disorders. All treatment services and aftercare planning incorporates a Balanced and Restorative Justice (BARJ) perspective.

There are currently two Girls Programs located at the NCSTU. Both the Green and Reed Buildings can house up to 24 residents. Each building has two 12 bed units that provide female offenders with treatment and services targeting delinquency, trauma, loss, and mental health disorders. The program's mission is to provide a safe, supportive environment while encouraging and empowering young women to lead healthy lifestyles that promote dignity, integrity and responsibility.

All residents are given opportunity to participate in Work Training. Janitorial includes various janitorial duties throughout the campus, and is the entry level position for Work Training designed to assess soft skills and begin competency development. Residents employed in Janitorial learn competencies from the Commit to Clean program. The participants are instructed on the most current laundry services such as washing, drying and folding as well as safety and sanitation tasks in the laundry room. Food Service Worker is an on grounds position involving dietary-related duties. Competencies are tracked and based on various culinary arts tasks lists that include food handling and general food service cleaning. Residents are employed in this position after showing success in the Janitorial and/or Laundry positions. This will give the resident a chance to earn a paycheck to pay off any restitution, send money home to family, or leave here with some money of their own. In order to begin in Work Training, the resident must be committed to the change process, be a positive leader on the dorm, and meet the expectations of Work Training.

The four characteristics of a service found to be the most strongly related to reducing recidivism:

1. **SPEP™ Service Type:** Restitution/Community Service

Based on the meta-analysis, is there a qualifying supplemental service? No

If so, what is the Service Type? There is no qualifying supplemental service

Was the supplemental service provided? N/A Total Points Possible for this Service Type: 15

Total Points Received: 15 Total Points Possible: 35

2. **Quality of Service:** Research has shown that programs that deliver service with high quality are more likely to have a positive impact on recidivism reduction. Monitoring of quality is defined by existence of written protocol, staff training, staff supervision, and how drift from service delivery is addressed.

Total Points Received: 10 Total Points Possible: 20

3. Amount of Service: Score was derived by calculating the total number of weeks and hours received by each youth in the service. The amount of service is measured by the target amounts of service for the SPEP™ service categorization. Each SPEP™ service type has varying amounts of duration and contact hours. Youth should receive the targeted amounts to have the greatest impact on recidivism reduction.

Points received for Duration or Number of Weeks: 8

Points received for Contact Hours or Number of Hours: 2

Total Points Received: 10 **Total Points Possible:** 20

4. Youth Risk Level: The risk level score is compiled by calculating the total % of youth that score above low risk, and the total % of youth who score above moderate risk to reoffend based on the results of the YLS.

57 youth in the cohort are Moderate, High, Very High YLS Risk Level for a total of 12 points

32 youth in the cohort are High or Very High YLS Risk Level for a total of 13 points

Total Points Received: 25 **Total Points Possible:** 25

Basic SPEP™ Score: 60 total points received out of 100 points. Compares service to any other type of SPEP™ therapeutic service. (e.g. individual counseling compared to cognitive behavioral therapy, social skills training, mentoring, etc.)

Note: Services with scores greater than or equal to 50 show the service is having a positive impact on recidivism reduction.

Program Optimization Percentage: 75 This percentage compares the service to the same service types found in the research. (e.g. individual counseling compared to all other individual counseling services included in the research.)

The SPEP™ and Performance Improvement

The intended use of the SPEP™ is to optimize the effectiveness of reducing recidivism among juvenile offenders. Recommendations for performance improvement are included in the service Feedback Report, and these recommendations are the focus of the Performance Improvement Plan, a shared responsibility of the service provider and the juvenile probation department.

Work Training received a 60 for the Basic Score and a 75% Program Optimization Percentage. These Basic Scores represent an increase of 4 points from the initial SPEP™ Assessment. These POP Scores represent an increase of 5 percentage point(s) from the initial SPEP™ Assessment. The service was classified as a Group 2 service; Restitution/Community Service Type. There is no qualifying supplemental service found in the research. The Quality of Service Delivery was found to be at a Medium Level. For Amount of Service, 96% of the youth received the recommended targeted weeks of duration and 39% of the youth received the recommended targeted contact hours for this service type. The Risk Levels of Youth admitted to the service were: 0% low risk, 44% moderate risk, 49% high risk, and 7% very high risk. Amount of Service decreased by 20% and Level of Risk increased by 32% respectively. The service could improve its capacity for recidivism reduction by addressing the following recommendations:

1. Regarding Quality of Service Delivery:

a. Written Protocol:

- i. Create a written protocol specific to Work Training.
- ii. In the protocol, include specific steps to follow when supervising/assisting residents in Work Training.
- iii. In addition to the cleaning checklist, include a checklist of specific steps to follow when overseeing Work Training.
- iv. Document in writing (preferably on or within the protocol) each review or revision date.

b. Staff Training:

- i. In addition to the videos, create a specialized training that outlines how to deliver Work Training through use of effective supervision methods, feedback and demonstration of tasks to residents.
- ii. Document in writing when the training is delivered and those who participated.
- iii. Create a booster training or review of training at pre-determined timeframes (for example, annually or every 6 months).

c. Staff Supervision

- i. Routinely monitor and document when staff delivering Work Training are observed.

d. Organizational Response to Drift:

- i. Provide evidence of a corrective action step policy or protocol that includes specific "if, then" action steps.

2. Regarding Amount of Service:

- a. Continue to communicate to referral sources that restitution/community services should have a targeted dosage of 60 hours.