

# The Standardized Program Evaluation Protocol (SPEP™):

*Service Score Results:* Baseline

**Name of Program and Service:** Diakon Youth Services-The Bridge Program

Cohort Total: 24

SPEP ID: 158-T01

Selected Timeframe: Jul.1, 2016 to Jun. 30, 2017

Date(s) of Interview(s): Jun. 16, 2017 and Jul. 25, 2017

Lead County & SPEP Team Representatives: Susan Claytor & Danielle Salisbury, York Co. JPO & Lisa Freese, EPIS

Person Preparing Report: Susan Claytor, 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)*

The Diakon Bridge Program was started in York in 2014 in response to youth needing a mentoring service that would be individualized and focus on education, cognitive behavioral interventions and accountability. This program serves male and female youth, both dependent and delinquent and ages 10 to 19. This community based program operates seven days a week and works collaboratively with the referral source, school, family and the community. The program has been utilized as a front end intervention to keep youth out of placement as well as a reintegration service for youth returning to the community. Objectives of the program include: youth remains in the home throughout participation and acquires no new charges, youth improves school attendance, youth and their family participate in strength-based family programming and youth complete and learn the value of community service. Program consists of a Program Manager who supervises a maximum of five staff which includes two full time case managers and three per diem staff. Case Manager's caseload is typically nine to eleven youth and families while per diem staff have two or three youth and families.

York County Juvenile Probation as well as York County Children, Youth and Families email referrals to the Program Manager. The referral information and YLS is reviewed. An intake is conducted within a week of referral ideally. This intake includes the family, child, the referral source (juvenile probation officer or caseworker) and the Case Manager assigned to the case. At this intake there is a review of the program description, discussion about why the youth was referred to Bridge, gathering information about family dynamics and determining goals to be completed. A Needs Assessment Goal Sheet is completed which is used to develop the ISP. A schedule is determined between the youth and the case manager and contact information is exchanged. The case manager will provide between three to six hours of mentoring a week. Program length is three to six months. Mentoring involves employment, recreation and education. The case manager will do school visits to monitor attendance and behavioral reports. Case manager will attend school meetings if needed. Family engagement is centered on holding family meetings anytime a parent wants, supporting parents and checking in with parents to give and receive feedback about youth's progress. Aftercare planning is done prior to discharge.

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

1. **SPEP™ Service Type:** Mentoring

Based on the meta-analysis, is there a qualifying supplemental service? Yes

If so, what is the Service type? Behavioral Contracting/Management

Was the supplemental service provided? No      Total Points Possible for this Service Type: 30

Total Points Earned: 25      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: 5      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: 0

Points received for Dosage or Number of Hours: 0

Total Points Earned: 0 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.

18 youth in the cohort are Moderate, High or Very High YLS Risk Level for a total of 7 points

0 youth in the cohort are High or Very High YLS Risk Level for a total of 0 points

Total Points Earned: 7 Total Points Possible: 25

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**Basic SPEP™ Score:** 37 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:** 39% 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)

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## 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 Diakon Bridge Program scored a 37 for the Basic Score and a 39% Program Optimization Percentage. It is classified as a Group 4 Service: Mentoring. The program could improve its capacity for recidivism reduction through:

1. The addition of a supplemental service: behavioral contracting/management. The research demonstrates that the capacity of mentoring style programs to reduce recidivism is enhanced by the addition of behavioral contracting or behavioral management programs. These programs generally include a token or reward based set of incentives which are granted when the juvenile reaches certain program or case plan milestones. Youth agree to a contract which specifies certain rewards for certain positive behaviors. Non-achievement of agreed upon goals results in loss of privileges and/or incentives.
2. Develop a service manual for case managers that outlines their responsibilities and offers lessons and resources for certain topic areas. This could be given to staff during their initial training.
3. Develop a training procedure/checklist to ensure that all employees are receiving the same amount of shadowing and information. Additionally, implement training for staff in evidence-based initiatives being utilized by Juvenile Probation such as Youth Level of Service (YLS), Motivational Interviewing, and Case Plans.
4. Collaborate with juvenile probation staff to consider extending the service to 26 weeks in length and/or increasing the contact hours during the time period the youth is receiving the service.
5. Develop a formalized process to survey youth, families and referral source about the service.

# The Standardized Program Evaluation Protocol (SPEP™):

Service Score Results: Reassessment 1

SPEP™ ID and Time: 158-T02

Agency Name: Diakon Youth Services

Program Name: The Bridge Program

Service Name: The Bridge Program

Cohort Total: 23 (22 for Level of Risk)

Timeframe of Selected Cohort: Began the service on/after January 1, 2019 and ended the service on/before December 31, 2019

Referral County(s): York (23)

Date(s) of Interview(s): January 24, 2020

Lead County: York

Probation Representative(s): Susan Claytor, Danielle Salisbury, Andrew Guise

EPIS Representative: Lisa Freese

## Description of Service:

The Diakon Bridge Program was started in York in 2014 in response to youth needing a mentoring service that would be individualized and focus on education, cognitive behavioral interventions and accountability. This program serves male and female youth, both dependent and delinquent and ages 10 to 19. This community-based program operates seven days a week and works collaboratively with the referral source, school, family and the community. The program has been utilized as a front-end intervention to keep youth out of placement as well as a reintegration service for youth returning to the community. Objectives of the program include: youth remains in the home throughout participation and acquires no new charges, youth improves school attendance, youth and their family participate in strength-based family programming and youth complete and learn the value of community service. Program consists of a Program Manager who supervises a maximum of five staff which includes two full time case managers and three per diem staff. Case Manager's caseload is typically nine to eleven youth and families while per diem staff have two or three youth and families.

Referrals to Diakon's Bridge Program are made by York County Juvenile Probation and York County Children, Youth and Families. Within a week of the referral, an intake interview is scheduled and includes the family, child, the referral source (juvenile probation officer or caseworker) and the Case Manager assigned to the case. A Needs Assessment Goal Sheet is completed which is used to develop the ISP. The case manager will provide between three to six hours of mentoring a week. Program length is three to six months. Full time case managers typically have 6-9 youth assigned to them. Mentoring involves employment, recreation and education. The case manager will conduct school visits to monitor attendance and behavior, and attend school meetings if necessary. Family engagement includes family meetings upon request, supporting parents and checking in with parents to give and receive feedback about youth's progress. The Forward Thinking curriculum is utilized as needed. Bridge also includes Workforce Development and Employability Soft Skill Training (at the time of the assessment they were seeking PACTT affiliation). Youth can be assessed through CareerScope Online to identify aptitude and interest in careers, receive Servsafe certification or CareerSafe Training. High risk probation-referred youth enter the Juvenile Violation Initiative which can include GPS monitoring.

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

1. **SPEP™ Service Type:** Mentoring

**Based on the meta-analysis, is there a qualifying supplemental service?** Yes

**If so, what is the Service Type?** Behavioral Management

**Was the supplemental service provided?** Yes **Total Points Possible for this Service Type:** 30

**Total Points Received:** 30 **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:** 20 **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:** 0  
**Points received for Contact Hours or Number of Hours:** 0

**Total Points Received:** 0 **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.

<u>18</u>	<b>youth in the cohort are Moderate, High, Very High YLS Risk Level for a total of youth</b>	<u>7</u>	<b>points</b>
<u>3</u>	<b>in the cohort are High or Very High YLS Risk Level for a total of</b>	<u>0</u>	<b>points</b>

**Total Points Received:** 7 **Total Points Possible:** 25

**Basic SPEP™ Score:** 57 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:** 60% 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.

Diakon's Bridge Program received a 57 for the Basic Score and a 60% Program Optimization Percentage. These Basic Scores represent an increase of 21 percentage point(s) from the initial SPEP™ Assessment. These POP Scores represent an increase of 21 percentage point(s) from the initial SPEP™ Assessment.

The service was classified as a Group 4 service; Mentoring Service Type. There is a qualifying supplemental service of Behavior Management found in the research, which was used to enhance this service. The Quality of Service Delivery was found to be at a High Level. For Amount of Service, 0% of the youth received the recommended targeted weeks of duration and 0% of the youth received the recommended targeted contact hours for this service type. The Risk Levels of Youth admitted to the service were: 18% low risk, 68% moderate risk, 14% high risk, and 0% very high risk. Quality of service delivery improved substantially during the reassessment. The service could improve its capacity for recidivism reduction by addressing the following recommendations:

1. Regarding Quality of Service Delivery:
  - a. Written Protocol:
    - i. Document any reviews and/or revisions to the written protocol that occur at pre-determined timeframes.
  - b. Staff Supervision:
    - i. Create a mechanism to document monitoring or observation of the staff.
    - ii. Develop a schedule of observation to occur at pre-determined timeframes.
    - iii. Provide to staff written feedback on their performance following monitoring and/or observation.
    - iv. Include in performance reviews information specific to the delivery of the Bridge services.
  - c. Organizational Response to Drift:
    - i. Request copies of the surveys collected and utilize that information to adapt or improve service delivery.
2. Regarding Amount of Service:
  - a. Collaborate with juvenile probation staff to consider extending the service to 26 weeks in length.
  - b. Consider additional time spent with youth each week to increase dosage.
3. Regarding Risk Level of Youth Served:
  - a. As low risk referrals are received, inquire as to reason for the referral to the service, as the target population should include moderate to high risk youth.