

# The Standardized Program Evaluation Protocol (SPEP™):

*Service Score Results:* Baseline

**Name of Program and Service:** North Central Secure Treatment Unit, Girls Program, Individual Counseling  
Cohort Total: 26 SPEP ID: 118-T01  
Selected Timeframe: May 1, 2015 - Aug. 31, 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.

Upon admission, residents are assigned to a youth development counselor (YDC). The YDC establishes a rapport with the resident and reviews their history/YLS results in preparation for their Master Case Plan Conference. The Master Case Plan is created within 30 days of admission and updated as needed. This conference is a review of the Master Case Plan and involves all interested parties, including the youth and families when possible. The YDC is expected to meet weekly with each resident for a one-hour session. Individual counseling focuses on the goals included in this treatment plan, and any other topics relevant to the youth's adjustment to NCSTU or issues/concerns happening back home. The sessions are also utilized to reinforce the skills and treatment services delivered as whole at NCSTU. Counseling sessions also offer the opportunity to discuss family issues and conflicts and other problems that may arise daily; for example, issues with self-esteem, peer relationships, and school. The YDC is also responsible for weekly contact with involved family members/guardian(s) and bi-weekly contact with the juvenile probation officer. Progress notes are prepared following each session.

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

### 1. **SPEP™ Service Type:** Individual Counseling

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: 10

Total Points Earned: 10 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:** 51 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:** 68% 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 individual counseling 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 individual counseling, 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 YDC fail to deliver individual counseling 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 individual counseling program-wide (can be done through the collection of process and outcome data) and utilize this information to enhance or adapt the delivery of individual counseling.
2. Monitoring the amount of service by:
  - a. Targeting 30 hours of individual counseling for each resident. 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 25 weeks.
3. Continue to target high risk youth as residents.

# The Standardized Program Evaluation Protocol (SPEP™):

Service Score Results: Reassessment 1

SPEP™ ID and Time: 118-T02

Agency Name: North Central Secure Treatment Unit (NCSTU)  
Program Name: Girls Program  
Service Name: Individual Counseling  
Cohort Total: 66  
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 (2), Carbon (1), Chester (1), Columbia (1), Delaware (2), Erie (1), Fayette (1), Franklin (1), Lebanon (1), Lehigh (2), Luzerne (2), Monroe (1), Montgomery (3), Philadelphia (27), Pike (1), Schuylkill (2), Westmoreland (5), York (3)  
Date(s) of Interview(s): March 26 and October 17, 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.

The Girls Program utilizes Individual Counseling (IC) sessions between the designated Youth Development Counselor (YDC) and the resident to reinforce the skills and treatment services delivered. These sessions are provided to the resident at a minimum of 1 hour per week. Typically for a resident to be recommended to be discharged from the NCSTU Girls Program, they would have to complete all phases of their treatment and reach the Diamond level on Girls Empowerment Model (GEM) level system. This would put the dosage and duration of the Individual Counseling sessions at 36 weeks and 36 hours. These sessions reflect on all areas of a resident's behavior and treatment while at NCSTU, and also correlate to the competency and treatment groups the resident participates in. Each session is documented and the progress or regression made in these sessions is reported to the counties through monthly progress reports.

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

1. **SPEP™ Service Type:** Individual Counseling

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: 10

Total Points Received: 10      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:** 6

**Points received for Contact Hours or Number of Hours:** 6

**Total Points Received:** 12 **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.

62 youth in the cohort are Moderate, High, Very High YLS Risk Level for a total of 10 points

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

**Total Points Received:** 23 **Total Points Possible:** 25

---

**Basic SPEP™ Score:** 65 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:** 87 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.

Individual Counseling received a 65 for the Basic Score and an 87% Program Optimization Percentage. The Basic Score represents an increase of 14 point(s) from the initial SPEP™ Assessment. The POP Score represents an increase of 19 percentage point(s) from the initial SPEP™ Assessment. The service was classified as a Group 1 service; Individual Counseling Service Type. There is no qualifying supplemental service found in the research. The Quality of Service Delivery was found to be at a High Level. For Amount of Service, 76% of the youth received the recommended targeted weeks of duration and 60% of the youth received the recommended targeted contact hours for this service type. The Risk Levels of Youth admitted to the service were: 6% low risk, 42% moderate risk, 44% high and 8% very high risk. The service could improve its capacity for recidivism reduction by addressing the following recommendations:

1. Regarding Quality of Service Delivery:

a. Written Protocol:

- i. It is recommended that NCSTU develop a matrix which identifies topics or action steps to achieve individual goals and address criminogenic needs. The matrix would identify possible curricula or interventions that would address these needs.
- ii. Additionally, this should be incorporated into a manual that is referenced during service delivery for all staff.
- iii. Staff should document when they reference the matrix as this will ensure consistency and fidelity amongst the counselors.
- iv. A review process to regularly review the manual (and document the review) is also recommended.

b. Staff Training:

- i. It is recommended that staff participate in booster trainings specific to the service delivery at pre-determined timeframes. This can be delivered via an in-house training.

c. Staff Supervision:

- i. It is recommended that supervisors continue to monitor staff for fidelity and provide them with written feedback specific to their observations.

d. Organizational Response to Drift:

- i. It is recommended that procedures be documented which specifically address steps that would be taken in the event that a counselor fail to deliver the service as intended. There should be evidence that these are systematically utilized as needed.

2. Regarding Amount of Service:

- a. Continue to collaborate with referring departments to meet the targeted duration of 25 weeks and targeted dosage of 30 hours for this service.