

# **SPEP Performance Improvement Plans: *Increasing Program Effectiveness***

**Russ Carlino**, Chief Juvenile Probation Officer, Allegheny County

**Mark Mortimer**, President, Adelphoi Village

**Shawn Peck & Heather Perry**, Juvenile Justice System Improvement Specialists, PSU EPISCenter

James E. Anderson Pennsylvania Conference on Juvenile Justice  
November 5, 2015

- ▣ Adapted from: SPEP Scoring and Program Certification Training – Gabrielle Lynn Chapman, Ph.D., SPEP User’s Guide 2014, Lipsey & Chapman, courtesy of Peabody Research Institute, Vanderbilt University.

# Overview

- ▣ SPEP within JJSES
- ▣ Findings in PA
- ▣ Key Research Findings and SPEP Overview
- ▣ What is performance improvement?
- ▣ The Allegheny County Pilot

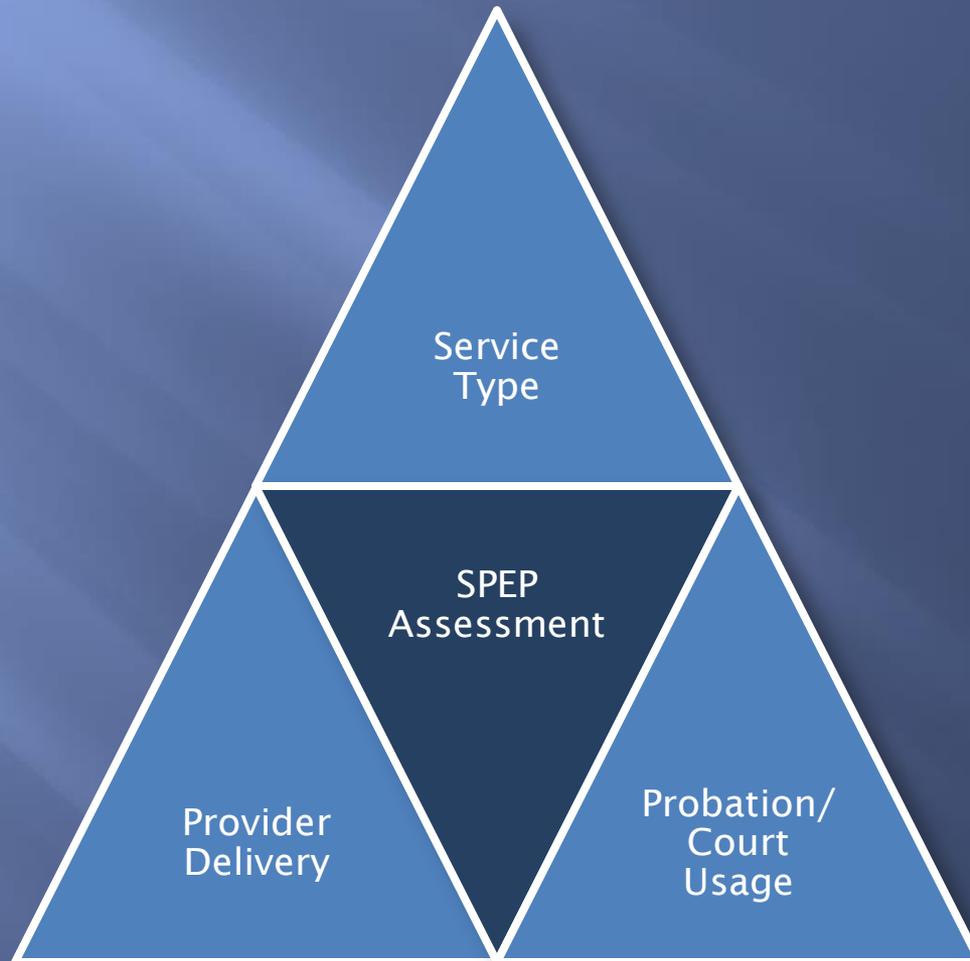
# Pennsylvania's Juvenile Justice System Enhancement Strategy

- ▣ Evidence based practices
- ▣ Data -driven decision-making
- ▣ Continuous quality improvement of services
- ▣ SPEP falls within Stage 3

# What is the Standardized Program Evaluation Protocol (SPEP)?

- ▣ Partnership – courts, probation & providers
- ▣ Quality improvement process
- ▣ Aimed at reducing recidivism

# Key Drivers of Effectiveness

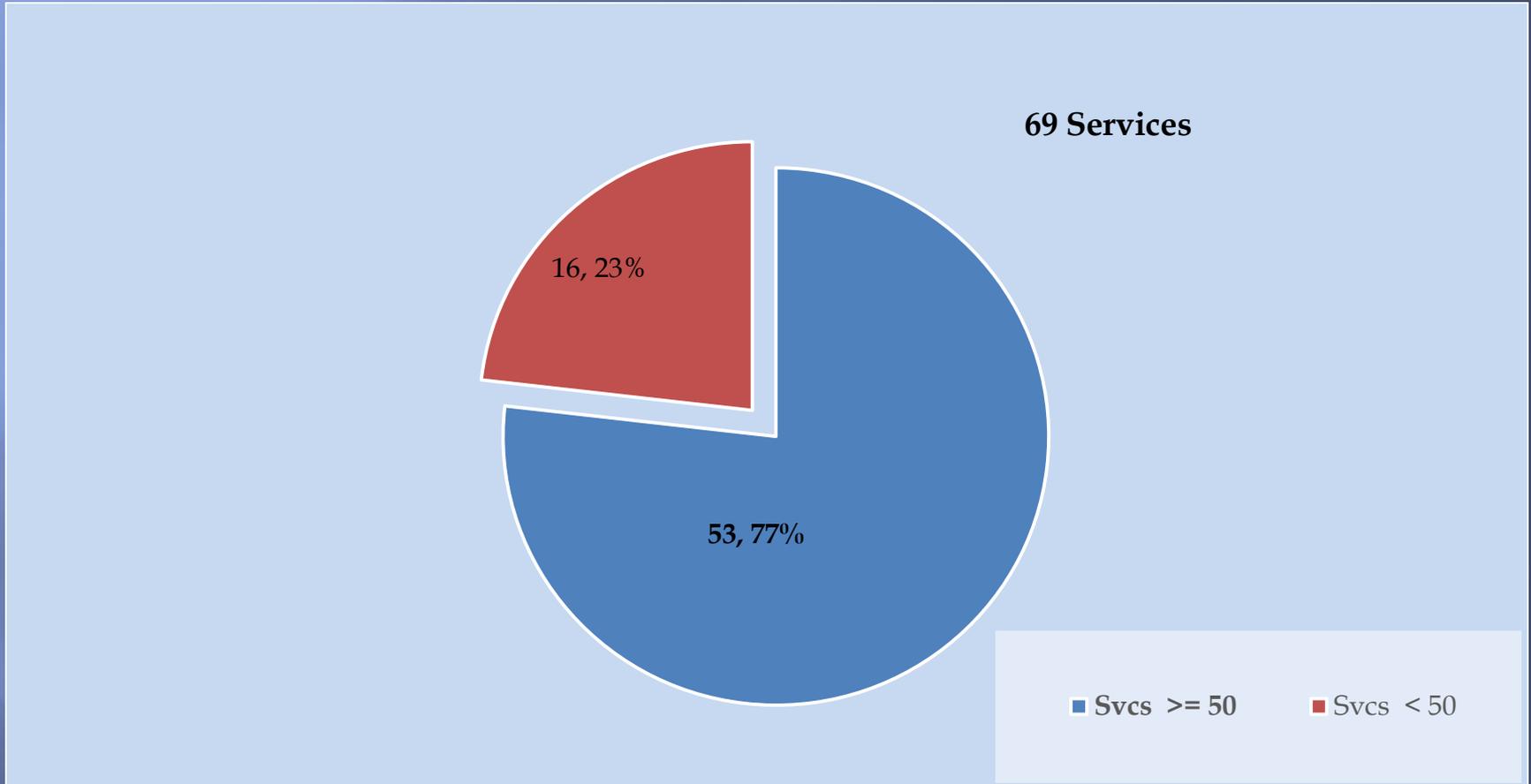


# SPEP Findings in PA

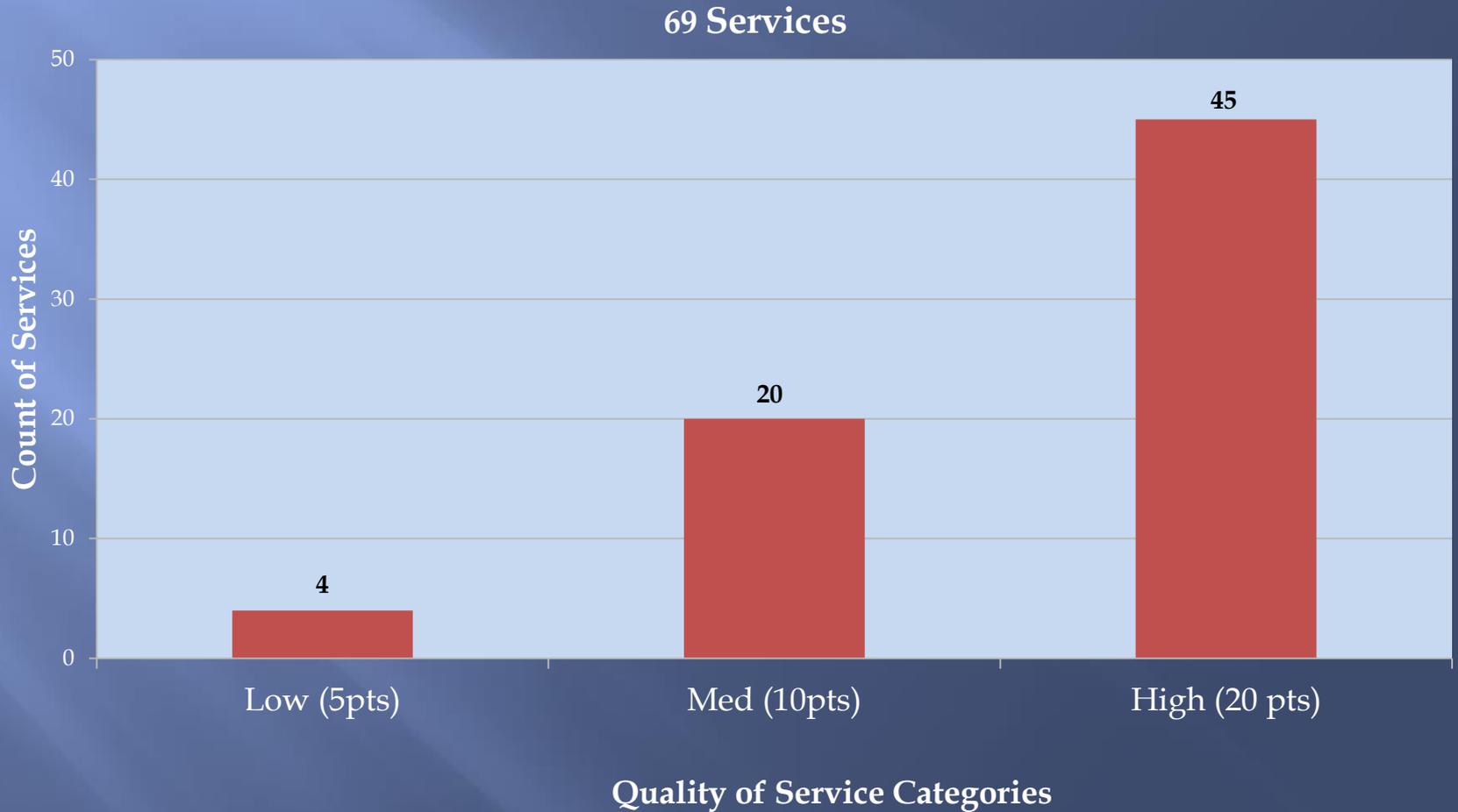


© Can Stock Photo - csp10614815

# Number and Percent of Services Scoring 50 or more

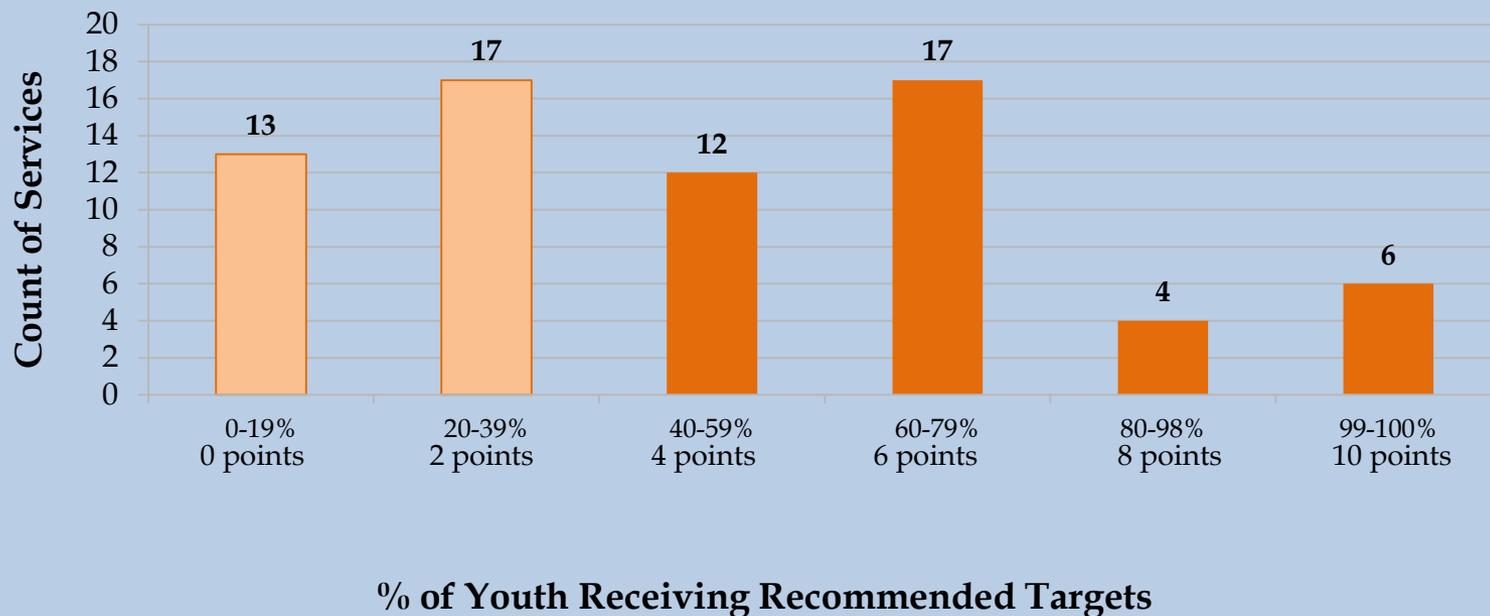


# Quality of Service Delivery



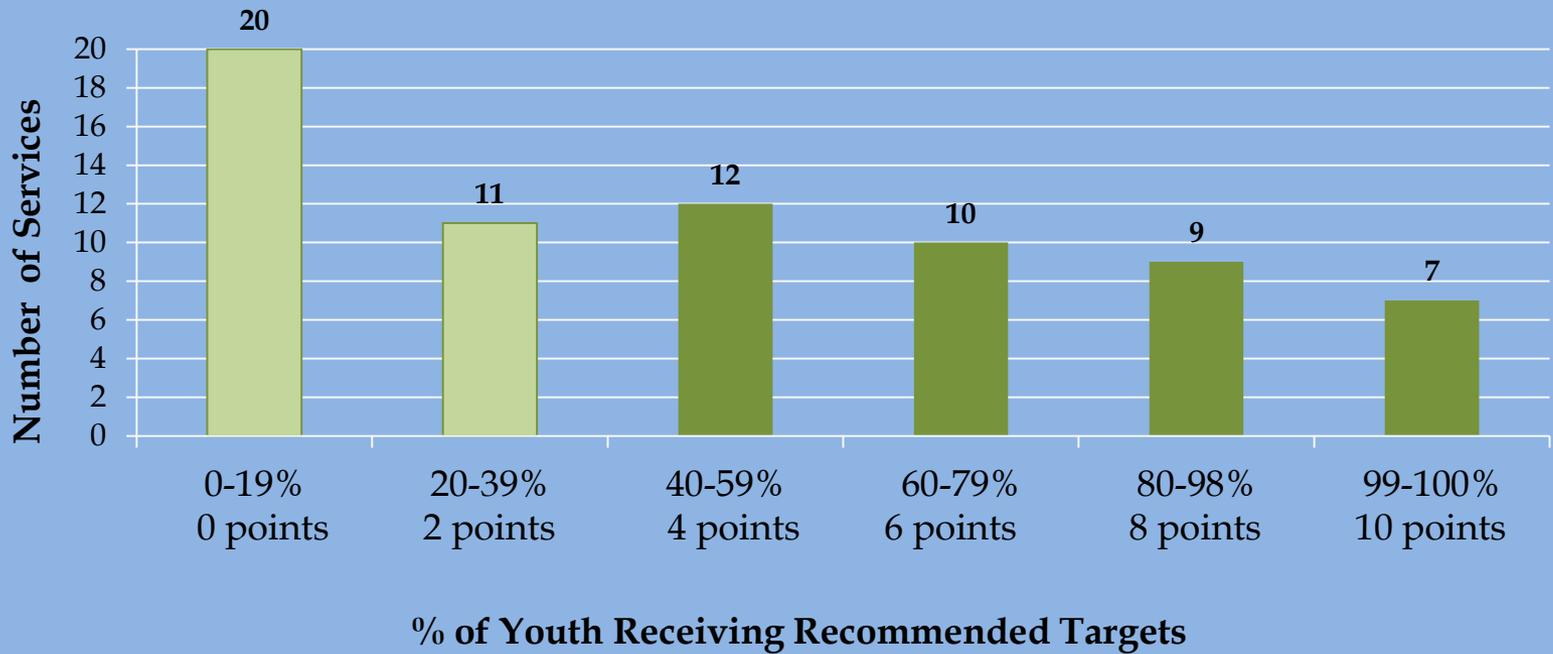
# Count of Services by % of Youth Receiving Recommended Duration

69 Services



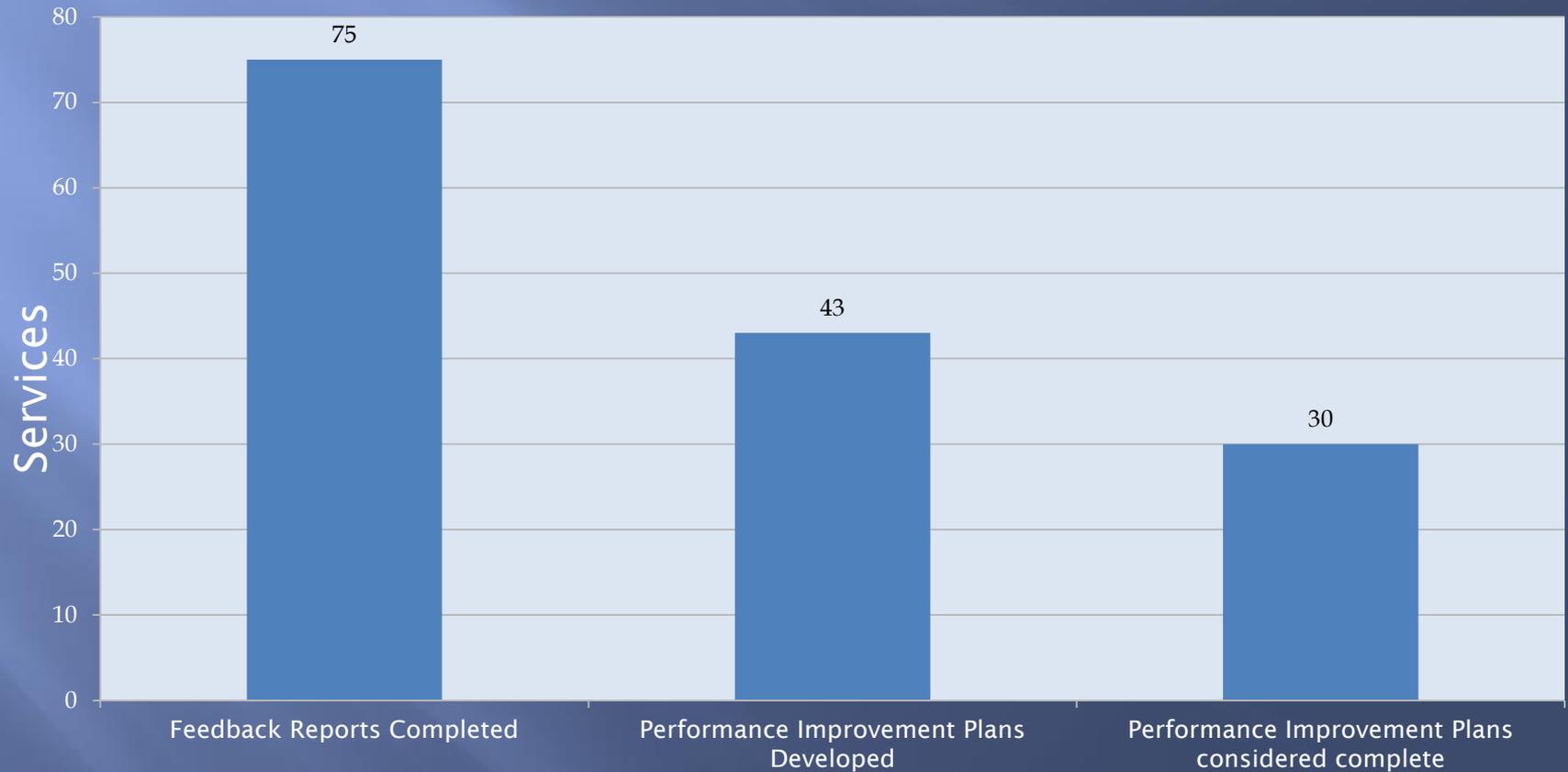
# Count of Services by % of Youth Receiving Recommended Dosage

69 Services



# Status of Performance Improvement Today

## SPEP Life Cycle



# Key Research Findings and SPEEP Overview



# SPEP 101: *A brief overview of what SPEP is and how the SPEP process works*

Dr. Mark Lipsey,  
Peabody Research Institute,  
Vanderbilt University



- ▣ Meta-analysis of 700+ published and unpublished studies of programs designed to reduce delinquency in youth aged 12-21
- ▣ There were 4 key findings from Dr. Lipsey's research

# Dr. Lipsey's Four Key Findings:

- ▣ Philosophy Type Matters
  - Therapeutic vs. Control Oriented
- ▣ Comparable Impact
- ▣ 4 main factors associated with recidivism reduction (risk level\*, service type, quality & amount of service)
- ▣ Score is predictive



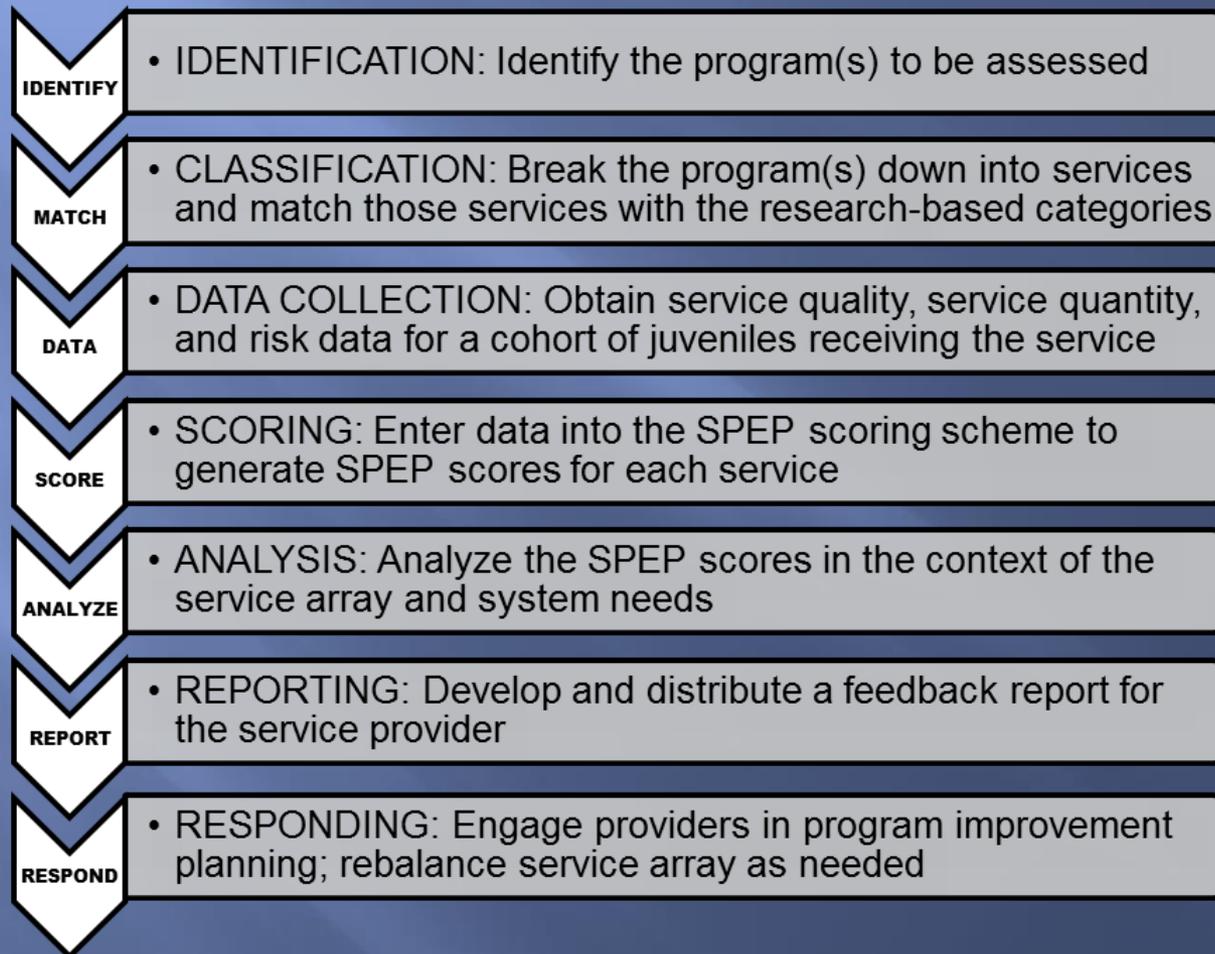
*\*Strongest predictor of recidivism identified in the meta-analysis.*

Lipsey, M. W. (2009). The primary factors that characterize effective interventions with juvenile offenders: A meta-analytic overview. *Victims and Offenders* (4), 124-147.

# Ways to Establish Evidence-based Practice

- 1- Model Program Implementation
- 2- Evaluation of Local Programs
- 3- Metal-analysis of research on program “types”

# Arriving at SPEP Assessment



Program  
Type

Program  
Quality

Program  
Quantity

Juvenile  
Risk

Standardized Program Evaluation Protocol (SPEP) for Services to Juvenile Offenders® Recalibrated version, 2013		Points Possible	Points Received
<b>Primary and Supplemental Service Types</b> [Identified according to definitions derived from the research]			
<b>Primary Service Type for Program Being Rated</b>			
Group 1 services (5 points)	Group 4 services (25 points)	30	
Group 2 services (10 points)	Group 5 services (30 points)		
Group 3 services (15 points)			
<b>Supplemental Service Type</b>		5	
Qualifying supplemental service used: Yes (5 points)	No (0 points)		
<b>Quality of Service Delivery</b> [Determined from a systematic assessment of the relevant features of the provider and provider organization]			
Rated quality of services delivered:			
Low (5 points)		20	
Medium (10 points)			
High (20 points)			
<b>Amount of Service</b> [Determined from data for the qualifying group of service recipients]			
<b>Duration</b> [Target number of weeks specified for each service type]			
% of youth who received at least the target weeks of service:		10	
0% (0 points)	60% (6 points)		
20% (2 points)	80% (8 points)		
40% (4 points)	99% (10 points)		
<b>Contact Hours</b> [Target number of hours specified for each service type]			
% of youth who received at least the target hours of service:		10	
0% (0 points)	60% (6 points)		
20% (2 points)	80% (8 points)		
40% (4 points)	99% (10 points)		
<b>Risk Level of Youth Served</b> [Determined from risk ratings on a valid instrument for the qualifying group of service recipients]			
% of youth with medium or high risk scores (greater than low):		% of youth with high risk scores (greater than medium):	
0% (0 points)	75% (7 points)	0% (0 points)	25% (8 points)
30% (2 points)	85% (10 points)	15% (3 points)	30% (10 points)
50% (5 points)	95% (12 points)	20% (5 points)	35% (13 points)
<b>Provider's Total SPEP Score</b>		100	(Insert Score)



# SPEEP Service Categories

## Group 5 Service

- CBT

## Group 4 Service

- Group Counseling, Mentoring, and Behavioral Contracting

## Group 3 Service

- Family Counseling, Family Crisis Counseling, Mixed Counseling, Social Skills Training, Challenge Programs, and Mediation

## Group 2 Service

- Restitution/Community Service and Remedial Academic Program

## Group 1 Service

- Individual Counseling and Job-Related Training

# Therapeutic Services

## Restorative

Restitution/Community Service

Mediation

## Counseling

Individual

Mentoring

Family

Family Crisis

Group

Mixed

## Skill Building

Behavior Management

Cognitive Behavioral Therapy

Social Skills Training

Challenge

Remedial Academic Program

Job Related Training

# Quality of Service Delivery

## Quality of Service Checklist

- Protocol
- Staff Training
- On-Going Staff Supervision
- Organizational Response to Drift



# Duration and Dosage – Scoring is based on percentage of youth who meet target values.

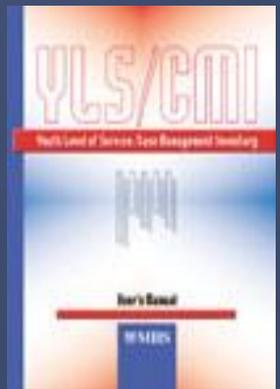


## Steps in Scoring:

1. Determine how many youth reached the targeted number of weeks and hours of service for that service type.
2. Divide the number of youth who reached the target for each by the total number of youth in the cohort.
3. The percentage total for both equate to a certain number of points as listed on the SPEP score sheet.

# Youth Level of Service/Case Management Inventory (YLS/CMI)

- ▣ Risk assessment tool
- ▣ Informs juvenile justice of appropriate level of intervention
- ▣ The higher the risk score, the more likely a youth will reoffend
- ▣ Assesses risk for recidivism
- ▣ Risk levels: low, moderate, high, or very high
- ▣ Measures 42 risk/need factors across 8 domains



Grove, W. M., & Meehl, P. E. (1996) Comparative Efficiency of Informal (Subjective Impressionistic) and Formal (Mechanical, Algorithmic) Prediction Procedures: The Clinical-Statistical Controversy. *Psychology, Public Policy and Law*, (2) 2, p. 293-323.

# Feedback Report

- ▣ Written by the JPO in conjunction with EPISCenter staff following the SPEP Interviews and scoring are complete
- ▣ Includes an introduction of SPEP, program description and service categorization rationale , detailed summary of SPEP score and recommendations for improvements
- ▣ Presented to the Provider with opportunity for discussion



# What is Performance Improvement?



# Performance Improvement Guide and Template developed to:

- Address the areas identified during the SPEP process, as prioritized by stakeholders
- Identify the timeframe and method for improvements in accordance with the stakeholder capacities
- Identify the needed technical assistance and support which may be necessary to implement improvements.
- Monitoring the progress and outcomes.

# Performance Improvement Process Guide

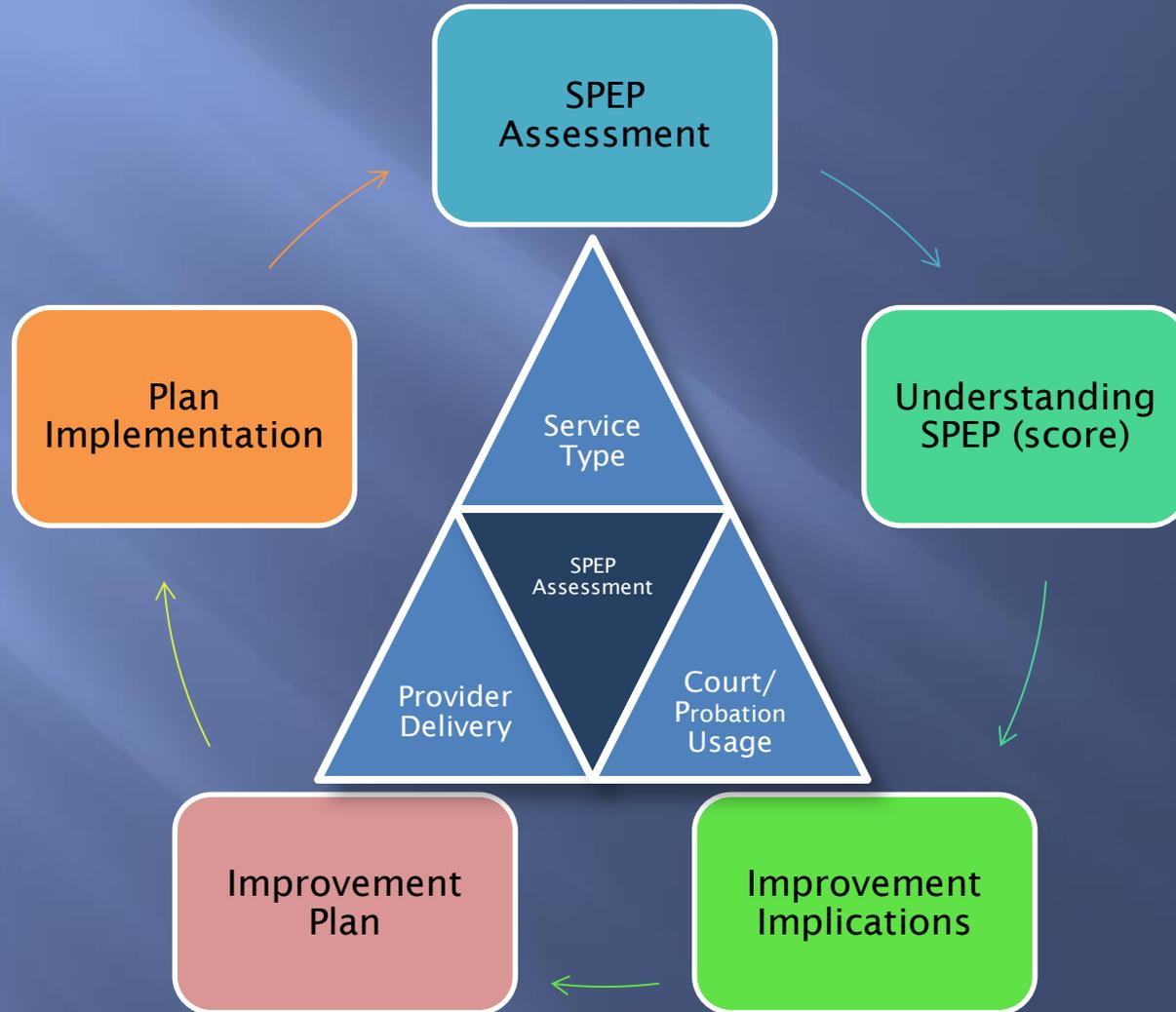
Standardized Program Evaluation Protocol (SPEP®) in  
Pennsylvania:

## Performance Improvement Guide for Juvenile Justice Stakeholders

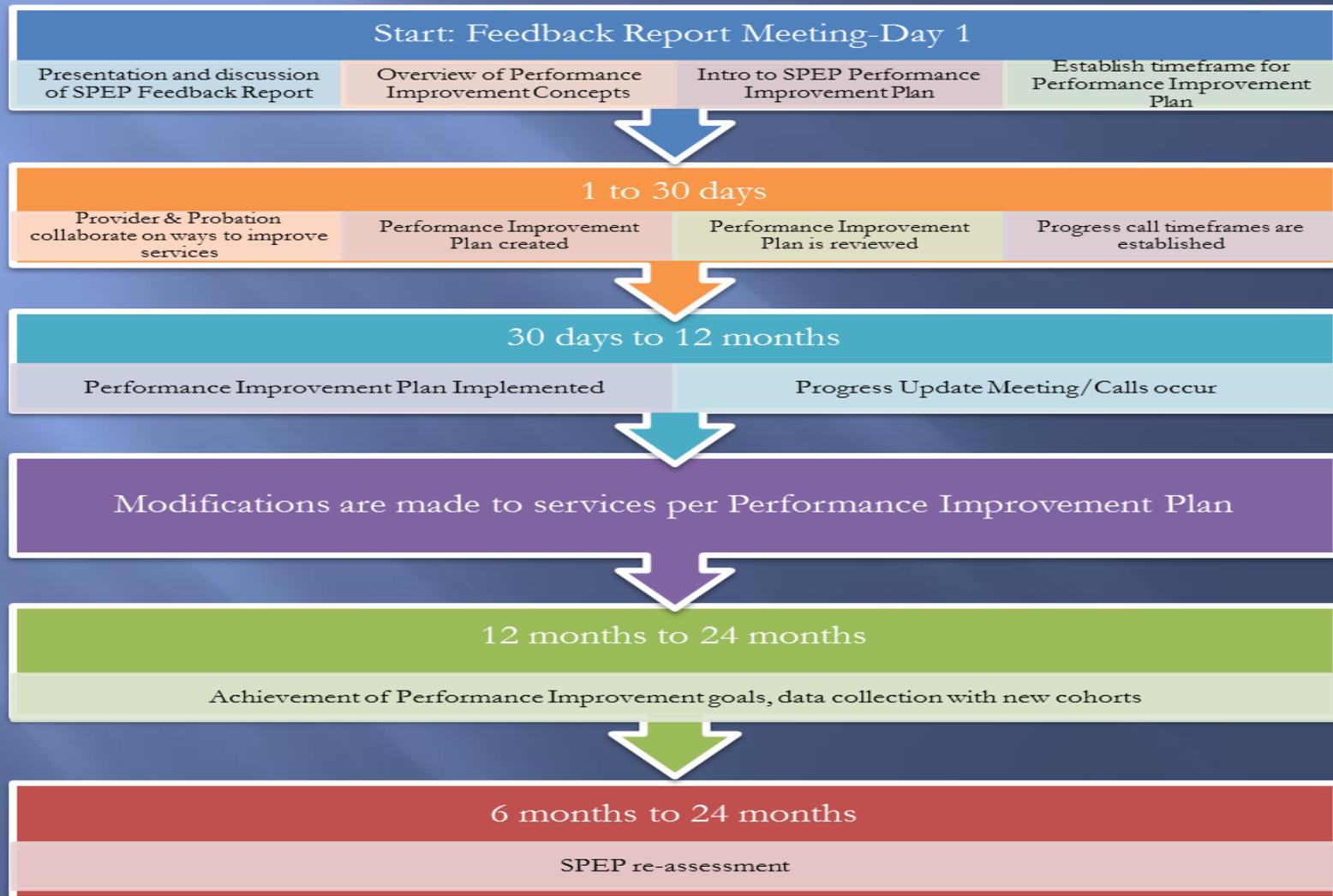
The EPISCenter represents a collaborative partnership between the Pennsylvania Commission on Crime and Delinquency (PCCD), and the Bennett Pierce Prevention Research Center, College of Health and Human Development, Penn State University. The EPISCenter is funded by PCCD and the PA Department of Human Services. This resource was developed by the EPISCenter through PCCD grant VP-ST-24368.



# Performance Improvement Lifecycle



# Performance Improvement Process



# Performance Improvement Goals

- ▣ Specific, measurable, attainable, relevant and time framed
- ▣ Address suggested recommendations from the Feedback Report
- ▣ Prioritized according to capacity and needs



# The Allegheny County Pilot



# Adelphoi Village/Allegheny County Juvenile Court

## Standardized Program Evaluation Protocol (SPEP) Performance Improvement Plan

Organization	Adelphoi Village	Location	1119 Village Way, Latrobe, PA 15650
Name of Program	Intensive Supervision Female (ISF), Intensive Male (ISM), General Secure Care (Male & Female)	Name of Service	Aggression Replacement Training (ART)
Date of SPEP Feedback Report	8/5/14	County Partner(s)	Allegheny County
Plan Prepared By	Mark Mortimer, Doug Braden and Shawn Peck	Date Prepared	2/13/15-completed 7/20/15

SPEP Domain Goal Areas	
<b>Service Type</b>	
Elements	
Recommendations from SPEP Feedback Report	
<b>Quality of Service Delivery</b>	
Elements	<ul style="list-style-type: none"> <li>Written Program Protocol</li> <li>Personnel Trained in the Program and Associated Protocol</li> <li>Monitoring the Quality of the Service Delivery</li> <li>Organizational Procedures for Responding to Departures from the Protocol</li> </ul>
Recommendations from SPEP Feedback Report	
<b>Amount of Service</b>	
Elements	<ul style="list-style-type: none"> <li>Duration of Service</li> <li>Face to face contact hours</li> </ul>
Recommendations from SPEP Feedback Report	
<b>Risk Level</b>	
Elements	<ul style="list-style-type: none"> <li>The meta-analysis research on delinquency intervention programs has shown that, on average, there are larger positive effects on recidivism with higher risk juveniles than with their lower risk counterparts.</li> </ul>
Recommendations from SPEP Feedback Report	

# Adelphoi Village/Allegheny County Juvenile Court

## Standardized Program Evaluation Protocol (SPEP) Performance Improvement Plan

Goal Progress Update				
<b>Goal Area</b>	Quality of Service		<b>Goal</b>	Identifying an operational strategy to facilitate Anger Control Groups in a closed group format as recommended by Educational Training Alternatives, ETA.
<b>Action Step</b>		<b>Lead</b>	<b>Target Date</b>	<b>Date Completed</b>
<ul style="list-style-type: none"> <li>Adelphoi Village will run Anger Control group 52 of 52 weeks of the year (Anger Control is facilitated year round – a kid only enters when it starts up again)</li> </ul>		Mark Mortimer/Skip Eicher	1/1/15	Completed- Ongoing since 7/2014
<b>Rate the items based on level of implementation</b>	<b>Q1 Meeting Date:</b>	<b>Q2 Meeting Date:</b>	<b>Q3 Meeting Date:</b>	<b>Q4 Meeting Date:</b>
1 = We have not yet begun 2 = We have started to work on this 3 = We are about halfway complete 4 = We are almost finished 5 = We have accomplished this	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

# Adelphoi Village/Allegheny County Juvenile Court

## Standardized Program Evaluation Protocol (SPEP) Performance Improvement Plan

		<b>Goal Area</b> Quality of Service	<b>Goal</b> Acquiring more Train-the-Trainers within the Agency in order to ensure high fidelity of service delivery.	
<b>Action Step</b>		<b>Lead</b>	<b>Target Date</b>	<b>Date Completed</b>
Adelphoi Village will acquire four more staff to be <u>ToT</u> and 40 more certified to facilitate ART (part of grant – 4 <u>ToT</u> s on 2/13/15)		Mark Mortimer/Skip Eicher	9/15/15	Completed- Ongoing since 7/2014 (have 4 <u>ToT</u> – 80 certified)
<b>Rate the items based on level of implementation</b>	<b>Q1 Meeting Date:</b>	<b>Q2 Meeting Date:</b>	<b>Q3 Meeting Date:</b>	<b>Q4 Meeting Date:</b>
1 = We have not yet begun 2 = We have started to work on this 3 = We are about halfway complete 4 = We are almost finished 5 = We have accomplished this	1 2 3 4 5	1 2 3 4 5	1 2 3 4 <input type="checkbox"/>	1 2 3 4 5

□

# Adelphoi Village/Allegheny County Juvenile Court

## Standardized Program Evaluation Protocol (SPEP) Performance Improvement Plan

<b>Goal Area</b>	Amount of Service	<b>Goal</b>	Improved communication with Allegheny County Juvenile Court and other courts that use this service on the research supported amount of service that should be provided for this service type	
<b>Action Ste</b>		<b>Lead</b>	<b>Target Date</b>	<b>Date Completed</b>
Adelphoi Village in cooperation with Allegheny County Juvenile Court will develop treatment standard protocols to identify interventions used, duration and dosage * applies to all Feedback Reports		Mark Mortimer/Skip Eicher	On-going	Completed- On-going since 7/2014 – met with Liaison’s-treatment calendar describes when the services begin and end
<b>Rate the items based on level of implementation</b>	<b>Q1 Meeting Date:</b>	<b>Q2 Meeting Date:</b>	<b>Q3 Meeting Date:</b>	<b>Q4 Meeting Date:</b>
1 = We have not yet begun 2 = We have started to work on this 3 = We are about halfway complete 4 = We are almost finished 5 = We have accomplished this	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

# Adelphoi Village/Allegheny County Juvenile Court

## Standardized Program Evaluation Protocol (SPEP) Performance Improvement Plan

<b>Goal Area</b>	Quality of Service	<b>Goal</b>	Utilizing assessments (i.e. Skill Streaming Checklist, AQ, and How I Think) to determine which components of ART can most benefit youth that receive the service		
<b>Action Step</b>		<b>Lead</b>	<b>Target Date</b>	<b>Date Completed</b>	
AV will complete an assessment for each youth on each domain of ART and utilize scores to determine which sessions of Skill Streaming and How I Think the youth received		Mark Mortimer/Skip Eicher	11/14	Completed- Ongoing since July 2014	
<b>Rate the items based on level of implementation</b>	<b>Q1 Meeting Date:</b>	<b>Q2 Meeting Date:</b>	<b>Q3 Meeting Date:</b>	<b>Q4 Meeting Date:</b>	
1 = We have not yet begun 2 = We have started to work on this 3 = We are about halfway complete 4 = We are almost finished 5 = We have accomplished this	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	

# Adelphoi Village/Allegheny County Juvenile Court

## Standardized Program Evaluation Protocol (SPEP) Performance Improvement Plan

<b>Goal Area</b> Quality of Service		<b>Goal</b> More consistent utilization of pre and post tests to measure ART outcomes for the agency as recommended by Educational Training Alternatives, ETA		
<b>Action Step</b>		<b>Lead</b>	<b>Target Date</b>	<b>Date Completed</b>
Adelphoi Village will measure the difference between pre-test scores and post test scores to measure comprehension of the intervention (EPISCenter will do the analysis)		Mark Mortimer/Skip Eicher	On-going	Completed – Ongoing since 7/2014
<b>Rate the items based on level of implementation</b>	<b>Q1 Meeting Date:</b>	<b>Q2 Meeting Date:</b>	<b>Q3 Meeting Date:</b>	<b>Q4 Meeting Date:</b>
1 = We have not yet begun 2 = We have started to work on this 3 = We are about halfway complete 4 = We are almost finished 5 = We have accomplished this	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

The EPISCenter represents a collaborative partnership between the Pennsylvania Commission on Crime and Delinquency (PCCD), and the Bennett Pierce Prevention Research Center, College of Health and Human Development, Penn State University. The EPISCenter is funded by PCCD and the PA Department of Human Services. This resource was developed by the EPISCenter through PCCD grant VP-ST-24368.



# Challenges

- ▣ Resources to improve services:
  - Additional training
  - Time from delivery staff
  - Funding
- ▣ Buy-in from:
  - Juvenile Court Judges
  - Administrators for probation and providers
  - Provider staff that are delivering the service

# For more information:

- ▣ EPISCenter's Website

<http://www.episcenter.psu.edu/juvenile/spep>

- ▣ Series of SPEP Webinars

<http://www.episcenter.psu.edu/juvenile/appendix>

- ▣ Vanderbilt's Website

[http:// my.Vanderbilt.edu/spep/](http://my.Vanderbilt.edu/spep/)

# Contact information:

Russ Carlino, Chief Juvenile Probation Officer, Allegheny County  
[RCarlino@alleghenycounty.org](mailto:RCarlino@alleghenycounty.org)

Mark Mortimer, President, Adelphoi Village  
[Mark.mortimer@adelphoi.org](mailto:Mark.mortimer@adelphoi.org)

Heather Perry, Juvenile Justice System Improvement Specialist  
[hperry@episcenter.org](mailto:hperry@episcenter.org)

Shawn Peck, Juvenile Justice System Improvement Specialist  
[speck@episcenter.org](mailto:speck@episcenter.org)

# Questions & Answers