

How to develop a Program

Pernilla Johansson, Ph.D.
Director of Research and Planning

Key points:

- Risk and Needs instruments are central to juvenile justice evidence-based practices
- Risk Assessment measures risk of reoffending
- Needs Assessment measures and identifies the areas a youth needs services

Using Risk and Needs Assessment

- The ultimate goal/purpose of using an assessment is to reduce recidivism and maximize the efficiency and effectiveness of service delivery by targeting supervision and services.
 - Getting the most you can out of limited resources

What risk assessments can accomplish

- Estimate the risk of reoffending for youth, if nothing is done
- Guide intervention planning
- **Provide important data for program development**
- Reduce bias in assessment of youth's risk
- **Reduce cost by decreasing use of more intensive services**
- **Improve the targeting of services/interventions**
- **Reduce re-offense rates**

Risk-Need-Responsivity

- The Risk-Need-Responsivity (RNR) approach has been shown to promote outcomes for youth and to decrease reoffending
- The risk-need-responsivity approach has four guiding principles:
 - **Risk principle**
 - **Need principle**
 - **Responsivity principle**
 - **Professional discretion principle**

Risk Principle

- Highest risk offenders should receive the most intensive monitoring and services to reduce the risk of continued offending

Need Principle

- Target interventions for factors that are linked to reduction in reoffending
- Dynamic factors/criminogenic factors. These are the factors that can be changed such as reducing involvement with delinquent peers, or improving parental practices.

Responsivity principle

- Interventions should address the offenders' specific characteristics that may affect how they respond to treatment.
- For example, learning style, motivation, mental health may impact how well an intervention or program will work for a child.

Professional Discretion principle

- Having reviewed risk, need, and responsivity considerations for a youth, the decision about case planning should be based on good professional judgment – not just scores.

RANA Analysis

- Dispositions 1/1/2011 – 6/30/2012

Risk Level	N	Percent
High	5,499	11%
Medium	18,590	36%
Low	27,777	54%

RANA Analysis

- Juveniles adjudicated to probation 1/1/2011-6/30/2012

Juveniles Adjudicated to Probation by Risk Level	
High	14%
Medium	48%
Low	38%
Total	100%

- Of these juveniles adjudicated to probation, **71%** started a Program within 30 days of their disposition

RANA Analysis

Risk Level by Disposition				
	High	Medium	Low	Total
Supervisory Caution	8%	33%	59%	100%
Deferred Prosecution	2%	25%	73%	100%
Adjudicated Probation	20%	48%	32%	100%
TJJD Commitment	48%	44%	8%	100%
Certified Adult	27%	45%	28%	100%

RANA Analysis

Proportion of Juveniles to start a Program within
30 Days of Disposition by Risk Level

High Risk	Medium Risk	Low Risk
74%	69%	68%

- A higher percentage of high risk juveniles enter programs than low risk juveniles

Common Risk Factors

Dynamic factors/
criminogenic need
factors:

- Substance abuse problems
- Delinquent peers
- Untreated mental health problems (e.g. attention deficit)
- Poor parental supervision

Static factors:

- Age at first offense (<13)
- History of offending
- Violent offending or serious offending
- Prior supervision failures/probation violations

Reduce recidivism

- Research has shown that matching services to juveniles criminogenic needs as identified by a risk assessment tool can reduce the re-offending rate to 25 % compared to 75 % for youth who received services that did not match their needs.
- Criminogenic needs → right services more important than risk level or number of services received by the youth.

(Vieira et al 2009 cited in Vincent et al., 2012 p. 23)



Needs and Services: RANA Case Plan Domains

Risk/Need Factor	Case Plan Domain
Drug Use: Frequent	Substance Abuse
Parent/Guardian Supervision: Some Difficulty Controlling and No Control	Family Services
Parent Criminal History: Yes	Family Services
Runaway: Two or more	Family Services
School Discipline Referrals: Three or more	Education
Chronically Truant: Yes	Education
Juvenile Aggressive Behavior: Yes	Safety/Security
Prior Traumatic Events: Yes	Mental Health
Mental Health Needs: Yes	Mental Health
Current Offense a Violent Felony: Yes	Safety/Security
Sibling Criminal History: Yes	Family Services
Substance Use/Exposure: Yes	Substance Abuse
Currently Failing 2+ Subjects: Yes	Education

How can we be more evidence-based...

- Evidence-based practice means using the information about a child's risk and needs level as a guide for case planning and intervention
- Evidence-based practice means using the information about the youth in your jurisdiction to target the highest risk youth and their criminogenic needs by developing programs and services that address those.
- USE risk and needs data to know what services the department needs to focus on and develop.



Needs and Services Case Plan Domains

- What non-residential programs are available in your county to serve a target population of high risk and high need kids?
 - What case plan domains are most common among kids scoring high on both risk and needs?
 - What case plan domains are most common among kids that are moderate or low risk, but high need?
 - What programs/services are available to address these needs?
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Evidence-based programming

- Blue prints programs
 - Empirical research evidence of program effects.
- Evidence-based programming
 - Research results/evidence
 - Fidelity
- Evidence-based programming based on meta analysis
 - Results points to **program types and program components/activities/factors** that work to reduce recidivism and improve juvenile justice outcomes.

Effective Programming

Therapeutic – more effective

- Restorative (e.g. restitution, VOM)
- Skill building (e.g. Cognitive-behavioral techniques, social skills etc.)
- Counseling (individual, group, family, mentoring)
- Multiple coordinated services (e.g. case management)

Control focused
- not effective

- Discipline focused (e.g. boot camps)
- Deterrence through fear(e.g. Scared Straight)
- Surveillance to detect bad behavior (e.g. intensive probation or parole)

Lipsey et. al (2010). *Improving Effectiveness of Juvenile Justice Programming: A new perspective on evidence-based practice*. Center for Juvenile Justice Reform. Georgetown University.

<http://www.modelsforchange.net/publications/284>

Factors in good programming

- The duration of the program matters (Length of Stay)
- The number of contact hours matters
 - Aim for at least average length and contact hours for the specific program type
- Implementation: mirror the model program
- Careful matching of programs with treatment needs
 - Better understanding of risk reduction by providers
 - Better understanding of treatment protocols by court and juvenile justice staff.

Program “Evidence”

- Programs that have been shown to work have a strong **Framework**
- Framework includes:
 - Having clear program goals
 - Knowing who you intend to serve
 - Having program activities that can achieve goals
 - Establishing expected output and outcomes
- Use information to review and improve outcomes

Steps to Program Development

- Identify the problem or need to be addressed
- Define an achievable mission that will address the problem or need
- Identify a program type that can address the problem
- Identify the program's target population



Steps to Program Development

- Define expected outcomes
- Identify who will provide the program and other necessary resources
- Develop the activities or components that will lead to program success



WHAT'S THE PROBLEM



Defining the Problem or Need

- Think of needs - not solutions
- Gather information
- Be clear – specifically define problems or needs
- Determine if you have the ability to solve the problem



Identified Problem/Need

- **The department's monthly reports show the following:**
- VOP referrals have increased 10 percent over the last year
- VOP referrals consistently make up 50 percent of the detention population
- 60 percent of youth court ordered to residential placement are adjudicated for a VOP.

Problem: Review of monthly reports show a need for programming developed to reduce technical violations and formal referrals for VOP.



WHAT'S THE MISSION OR GOAL

Defining the Goal

- A clear program goal is key to achieving success
- The goal should include specific, measurable outcomes the program will bring about in the long term

The goal should always answer this question:

What for **whom** by **when**

Define Outcomes

- Address recidivism
- Identify other long-term changes
- Describe who you are evaluating
- Designate a timeframe for monitoring
- External factors



Be “SMART”

- **S**pecific:
 - What change will occur, for whom, and how will it be implemented
- **M**easurable outcomes:
 - Can the change be measured; If so, how
- **A**ttainable or achievable:
 - Can the change be made with the available resources
- **R**ealistic or relevant:
 - Activities should work toward the overall goal
- **T**ime specific:
 - The goal can be accomplished within a specified time frame

VOP Reduction Program

- GOAL: The VOP Reduction Program will reduce the number of technical violations and thereby prevent further penetration of the juvenile justice system by providing effective programming and case management.
- OUTCOME: In a year, the VOP referrals will be reduced by 20 percent.



PROGRAM PURPOSE

What's the Purpose

- There are 34 program types approved by TJJD
- Each program has a mission/goal that is in line with a distinct purpose:
 - Treatment
 - Activity/Skills
 - Surveillance

Is Long-Term Change the Purpose

- Treatment-Based Programs:
 - Intensive intervention
 - Addresses underlying needs
 - Focuses on developing the skills to change behaviors or addressing triggers for negative behaviors
 - Provided by licensed, certified, or specially trained staff

Is Education or Support the Purpose

- Activity-Based/Skills-Based Programs:
 - Provides new information
 - Equips youth with tools to identify and change negative behaviors
 - Time enrolled in the program is spent engaged in activities
 - Provided by JPOs or specially trained staff who may have licenses or certifications

Is Monitoring the Purpose

- Surveillance-Based Programs:
 - Ongoing control or intensive supervision
 - Programming is not curriculum based, but entails electronic monitoring or frequent meetings with the JPD
 - Provided by JPOs

Examples of Program Types

Treatment

- TJJD Categories:
 - treatment
 - intervention
- Examples include:
 - mental health
 - anger management
 - specialized courts
 - sex offender treatment

Activity/ Skills

- TJJD Categories:
 - prevention
 - education
 - awareness
- Examples include:
 - education
 - early intervention
 - life skills
 - experiential education

Surveillance

- TJJD Categories
 - surveillance
- Examples include:
 - electronic monitoring
 - home detention
 - ISP

Program types may fall into multiple categories depending on the actual program

VOP Reduction Program: Purpose

- Youth at risk for formal VOP referrals will participate in programming to address behavior that leads to technical violations:
 - Youth will be attending Evening Reporting Center
 - Youth will be enrolled in Truancy enforcement program
 - Programming such as Girls Circle/Boys Council groups, and recreational activities

WHO SHOULD BE HERE

Why Define Program Eligibility

- Limited funding
- Limited resources
- Increase effectiveness
- Target services to those most likely to benefit



Identifying the Target Population

- Review the program's problem or needs
- Review the mission of the program
- Explore available data: Look at assessments and screenings– risk and needs

VOP Reduction Program: Target Population

- Program will prevent youth with technical violations from further penetration of the juvenile justice system:
 - Youth on community supervision
 - Not gender-specific
 - At least one prior VOP referral
 - Youth repeatedly violating probation: truancy and curfew violation
 - Not for youth with immediate need for Substance Abuse Treatment or Mental Health Treatment.

Finding the Right Resources

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Staffing Your Program

- Match to the program's purpose:
 - Treatment-based:
 - licensed, certified, or specially trained staff
 - Skills-based:
 - JPOs, specially trained staff who are sometimes licensed or certified
 - Surveillance-based:
 - JPOs

Contracting For a Program

- Develop a process for selection
- Include specific requests in the RFP/contract
- Make a plan for provider feedback
- Verify credentials
- View curriculum
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Other Resources to Consider

- Budget
- Supplies
- Location
- Transportation

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VOP Reduction Program: Resources

- Purpose: Activity-/skills-based
- Activities: supervision and support, tutoring, truancy enforcement
- Resources needed:
 - JPO trained in Motivational Interviewing
 - Truancy enforcement program
 - Meeting location
 - Tutors
 - Food

Planning Program Activities

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What Should Activities Do

- Support the program's mission/goals
- Use research-based interventions
- Have measurable or quantifiable outputs
- Outline what is required for program completion



Describing Activities

- Include dosage:
 - Juveniles will attend substance abuse counseling ***weekly for four months***
- Include service provider information:
 - Juveniles will attend substance abuse counseling, ***as provided by an LCDC,*** weekly for four months

VOP Pgm: Activities

- Attend an evening reporting center twice a week for 6 weeks .
- Tutoring; homework help; evening meals; and transportation home.
- Truancy enforcement: 1) daily check-in calls to youth; 2) GPS monitors; 3) Transportation to school when necessary.
- Probation Officers to provide: 1) supervision & face-to-face contacts at ERC; 2) Supervision approach will be based on Motivational Interviewing.

What are Outputs

- Measurable results of program activities
- Assess how well a program is implemented
- Assist in monitoring program resources
- Lead to desired outcomes, but are not the long-term changes the program is expected to produce



VOP Pgm: Outputs

- Output 1: # of youth attending evening reporting center
- Output 2: # of youth participating in tutoring
- Output 3: # of truancy check-in calls/week
- Output 4: # of youth transported/week

VOP Pgm: Outcomes

- 20 percent reduction in formal VOP referrals within one year.

Additional outcomes:

- VOP referrals making up no more than 40 percent of detention ADP.
- 10 percent reduction in residential placements resulting from fewer VOP referrals.

Resources to find programs

- TJJD Program Registry
- Blue Print programs
- OJJDP Model Programs
 - Model Programs Literature review
- Models For Change
- Annie E. Casey Juvenile Detention Alternative Initiative pathway series for ideas.

Checklist Part I

- The program addresses a well-defined problem or need
- The program has a clear mission that allows for realistic, measurable outcomes
- The program's purpose and type align with its mission
- The program will reach those identified by the problem or need



Checklist Part II

- There is a process in place to refer those identified to the program
- The program will be provided by those who are trained to meet its mission
- There are activities planned to meet the program's mission and utilize identified resources
- There is a plan to monitor and review the program to determine if the problem or need is addressed, the mission is met, and the program operates as designed

