



# Program Effectiveness Report

***IDAHO***  
***DEPARTMENT OF  
CORRECTION***

REPORT TO THE LEGISLATURE ON STATE  
FUNDED RECIDIVISM REDUCTION PROGRAMS

November 2021

# Executive Summary



Program does not include an educational program or service that an agency is required to provide to meet educational requirements imposed by state law or a program that provides medical services.

Idaho code 20-216 requires the Idaho Department of Correction (IDOC) to biennially submit a report to the governor and legislature describing state funded recidivism reduction programs. The report must include: 1) an evaluation of the quality of each recidivism reduction program; 2) the program's likelihood to reduce recidivism among program participants; and 3) a plan for program improvements from the Board of Correction. The legislation also instructs use of a validated program assessment tool to evaluate all programs.

Evaluations must be performed on any "treatment or intervention program or service that is intended to reduce the propensity of a person to commit crimes or improve the mental health of a person with the result of reducing the likelihood that the person will commit a crime or need emergency mental health services." *Idaho Code 20-216*

## Evaluation Highlights

Ten programs were audited using the Correctional Program Checklist (CPC) between March through October 2021.

- Three Rider facilities scored as Moderate Adherence to Evidence-Based Practices (EBP).
- Four district Advanced Practices classes scored as Very High Adherence to EBP, two as High Adherence, and one as Moderate Adherence.
- The one-year recidivism rates for Riders has decreased over the past few years. In addition, compared to moderate/high risk individuals serving time on probation, individuals serving time on a Rider are less likely to recidivate.

Rider is retained jurisdiction under the court whereby the individual is placed in a prison-based treatment program for a shorter stay than if the sentence is imposed. Once programming has been successfully completed, the individual may be released on probation.

# Introduction

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Since 2015, IDOC has evaluated rider programming four times using the University of Cincinnati Correctional Program Checklist (CPC). The Correctional Program Checklist was developed to assess correctional intervention programs and determine how closely the programs matched with known principles of effective intervention. Programs that adhere to principles of risk, need, and responsivity using cognitive behavioral and social learning models are associated with reductions in recidivism.

The CPC is a validated tool and is divided into two main areas: **Capacity** and **Content**.

**Capacity** measures whether a correctional program can consistently deliver evidence-based interventions, assessing the areas of:

- 1) Program Leadership and Development,
- 2) Staff Characteristics, and
- 3) Quality Assurance.

**Content** assesses whether programming aligns with risk, need and responsivity principles within:

- 1) Offender Assessment, and
- 2) Treatment Characteristics.

There are 73 indicators worth up to 79 total points. Each item is scored, and domains and overall ratings are summed. The total score is then divided by the total number of points and categorized according to adherence to evidence-based principles: Very High Adherence to EBP (65% to 100%); High Adherence (55% to 64%); Moderate Adherence (46% to 54%); or Low Adherence (45% or less).



## Audit Process

IDOC has historically used two tools, the CPC and the CPC-Group Assessment (CPC-GA), to evaluate its more than 50 programs across the state. The CPC is used to evaluate programs that are self-contained, like IDOC’s Rider program. The CPC-GA is used for most other programs that are administered as part of an array of programs, such as a substance use class offered in a medium custody facility. Staff have to be certified in the CPC and demonstrate skill acquisition before they can be trained in the CPC-GA.

Due to staff turnover and loss of expertise with each tool, IDOC contracted with the University of Cincinnati (UC) to provide training to additional staff in July 2021 on the CPC. During the training, UC identified a few areas where IDOC’s understanding of the CPC scoring guide differed from the updated guidance. In an effort to ensure fidelity to the CPC evaluation process, IDOC decided to halt scheduled CPC-GA audits until more training can be provided to staff and there is heightened global understanding of the assessment tool.

As a result, ten CPCs were completed in 2021. CPCs were done for the Advance Practices program within each of IDOC’s seven probation and parole districts, and for IDOC’s three Rider programs. The audits included structured interviews with program staff, the program manager, correctional/probation and parole officers, and program participants. Trained staff also observed at least one group taught by every staff member, reviewed case files to ensure correct participant program placement and reviewed all related curriculum materials. Once each program was scored, a report was written and provided to each site with feedback concerning strengths, areas in need of improvement, and an overall action plan for improvement.

## Rider Audits

Rider programs audited:

- 1) Management Training Corporation, Correctional Alternative Placement Program (MTC-CAPP);
- 2) North Idaho Correctional Institution (NICI);
- 3) South Boise Correctional Center (SBWCC).

**Very High Adherence to EBP (65% to 100%)**  
**High Adherence to EBP (55% to 64%)**  
**Moderate Adherence to EBP (46% to 54%)**  
**Low Adherence to EBP (45% or less)**

CPC Area	MTC-CAPP	NICI	SBWCC	Average
<b>Program Leadership and Development</b>	76.9%	69.2%	76.9%	74.3%
<b>Staff Characteristics</b>	45.5%	45.5%	54.5%	48.5%
<b>Offender Assessment</b>	90.0%	90.0%	90.0%	90.0%
<b>Treatment Characteristics</b>	45.5%	45.5%	38.2%	43.1%
<b>Quality Assurance</b>	25.0%	37.5%	22.2%	28.2%
<b>Total</b>	<b>54.7</b>	<b>54.7</b>	<b>51.9</b>	<b>53.8</b>



## Areas of Strength

Because the CPC is based on “ideal” attributes, no one program will receive 100%. Programs nationwide typically score in the Low (42%) and Moderate Adherence (24%) to EBP categories. One Rider facility scored as “High Adherence to EBP” and two as “Moderate Adherence.” Therefore, IDOC Rider programming scored slightly above programming nationwide.

All three facilities scored well in the areas of “Program Leadership and Development” and “Offender Assessment.” The high scores are indicative of qualified and experienced program leadership that select, train and supervise program staff, are valued by the larger criminal justice community, and have sustainable funding into the foreseeable future. The programs also utilize several different risk and need assessments to prioritize appropriate placement into a variety of different cognitive based treatment, educational and vocational opportunities.

## Areas in Need of Improvement

The audit process found limitations within staff characteristics necessary for successful programming. To receive higher points on the CPC, IDOC should have more regular staff meetings, regular case file reviews for every resident, annual evaluations for staff covering service delivery skills, and provide additional and ongoing training to staff in core correctional practices.

To increase scores in treatment characteristics, IDOC will need to increase the amount of time residents spend within cognitive behavioral programming. IDOC currently offers Cognitive Based Intervention for Substance Use, Cognitive Based Intervention for Sexual Offending, Thinking for a Change, Anger Replacement Therapy, and Advanced Practices. To meet the standard of 80% time spent in a cognitive restructuring environment, IDOC will need to either offer additional programming or equip more staff with the skills to model, role play, and use other cognitive behavioral techniques one-on-one.

The audit process also found a need for heightened quality assurance within the Rider programs. IDOC can improve by eliciting feedback and following up with residents after programming is complete. The residents can also be reassessed at different times to determine if they are meeting target behaviors. In addition, IDOC needs to follow up with facilities regarding the outcome of recidivism studies and use data to inform practice.



## Probation and Parole Audits

IDOC staff provide Advanced Practices as an Aftercare component to the Rider program for individuals who completed Cognitive Based Intervention for Substance Use. Advanced Practices was assessed within all seven districts between March and May by IDOC staff. An organized team met with probation and parole leadership, program staff, probation and parole officers, and program participants, observed at least one group taught by every staff member, reviewed case files to ensure of correct participant program placement and reviewed all related curriculum materials.

### Areas of Strength

The districts scored well for most areas of the CPC, with four scoring as Very High Adherence to EBP, two as High Adherence, and one as Moderate Adherence. Although faced with the Covid-19 pandemic, the districts were able to continue providing programming through the video-conferencing application Zoom. Telehealth through Zoom allowed for easier access to clients, often meeting within their home environment and offering the treatment provider a greater understanding of client needs.

### Areas in Need of Improvement

Quality assurance scored lower in a few of the districts. IDOC will need to formalize processes to solicit feedback from participants and provide ongoing evaluation and follow-up.

Very High Adherence to EBP (65% to 100%)  
 High Adherence to EBP (55% to 64%)  
 Moderate Adherence to EBP (46% to 54%)  
 Low Adherence to EBP (45% or less)

CPC Area	D1	D2	D3	D4	D5	D6	D7	Average
<b>Program Leadership and Development</b>	76.9%	78.6%	78.6%	71.4%	50.0%	85.7%	85.7%	75.7%
<b>Offender Assessment</b>	90.9%	90.9%	81.8%	81.8%	72.7%	100.0%	100.0%	88.3%
<b>Treatment Characteristics</b>	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
<b>Quality Assurance</b>	56.3%	56.3%	53.1%	59.4%	43.8%	53.1%	43.8%	52.2%
<b>Total</b>	66.7	66.7	64.0	65.3	53.3	68.0	64.0	64.0

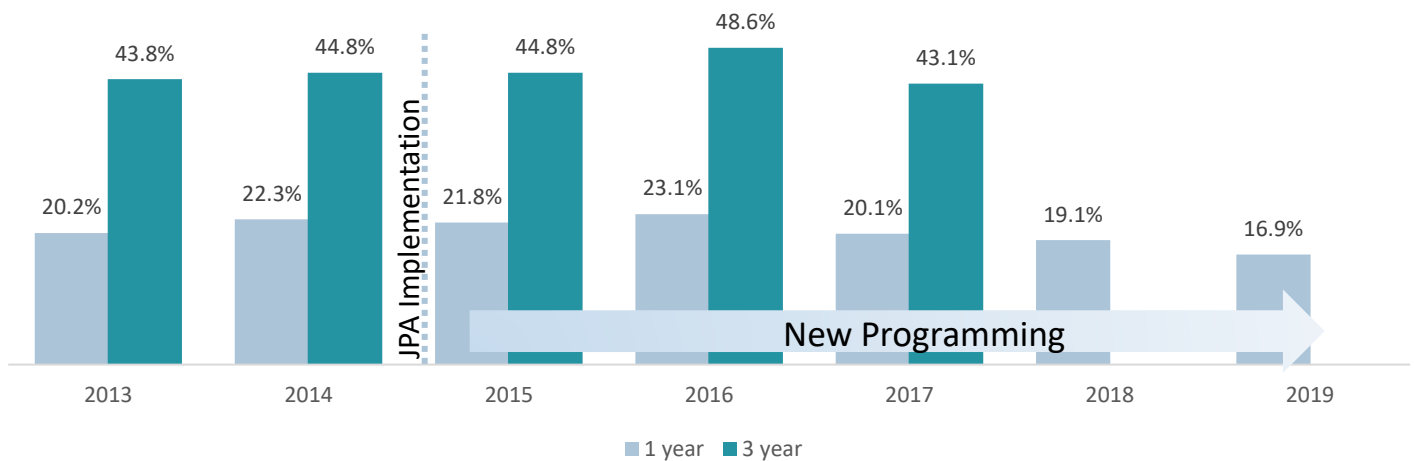


# Recidivism

After consultation with the Council for State Governments in 2015, (otherwise called the Justice Program Assessment, or JPA), IDOC revamped all programming to provide more offerings that were evidence-based and targeted towards those who were moderate to high risk for recidivism.

The chart below provides the one- and three-year recidivism rates for participants completing programming and released from rider facilities, pre and post the implementation of the new curriculum. Initially, there was a slight increase in one- and three-year rates for individuals released in 2016 from rider incarceration. However, for individuals completing rider programming in 2019, the recidivism rates are more promising, dropping significantly from earlier rates, to just 16.9% within one year of release.

### One- and Three-year Rider Recidivism Rates



*Recidivism includes any re-incarceration to prison on a Rider or imposition of the sentence as term.*

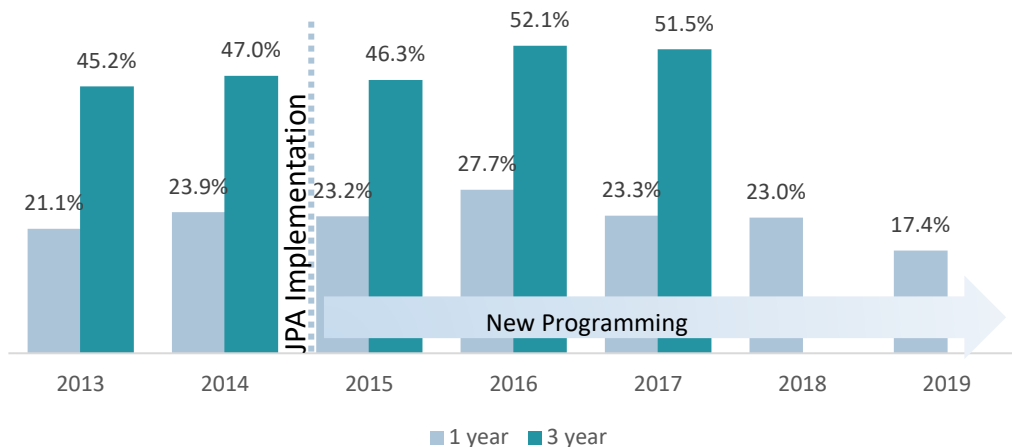


# Recidivism by Rider Facility

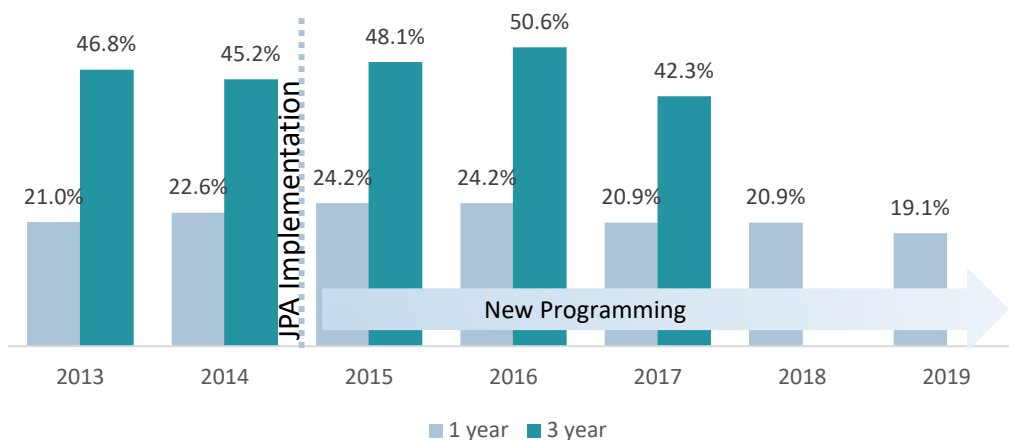


Rider releases by facility show a similar recidivism pattern as overall. Riders released in 2016 were more likely to return to incarceration than individuals released in other years. Individuals released from MTC-CAPP and NICI have the lowest one-year rate than any of the prior years dating back to 2013. Annual recidivism rates for SBWCC were higher between 2014 – 2018, but 2019 is closer to 2013 rates.

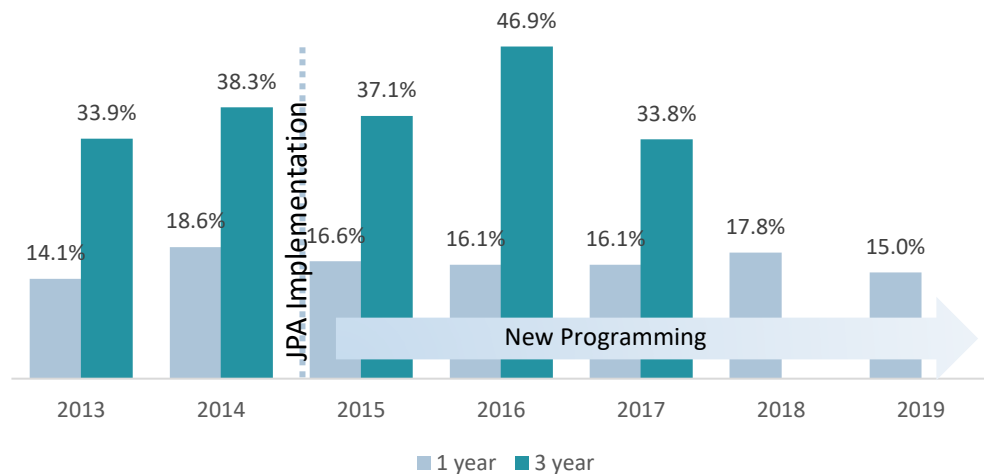
### MTC-CAPP One and Three Year Rates



### NICI One and Three Year Rates



### SBWCC One and Three Year Rates





# Prison Programming Action Plan



Plan for program improvement based on results from the CPC audit.

IDOC will work toward these actions over the coming two years and report in 2023 on the successes in these areas.

## Program Leadership and Development

CPC Standard	Action
Program Director has a bachelor's degree or higher in a helping profession	Review minimum standards (MQ's) for this position
Program Director provides direct training to new staff	Ensure Program managers are providing direct training to program staff in service delivery

## Staff Characteristics

CPC Standard	Action
Staff are hired based on key skills and values, including strong support for offender treatment and change.	Review minimum standards (MQ's) for uniform staff.
Clinical Supervision must be provided on a regular basis by a licensed clinician or psychologist.	Current clinical resources will not support this practice.
New professional staff receive thorough training in the theory of practice of interventions employment by the program.	Get professional staff trained on the Level of Service Inventory-Revised (LSI-R) within the first three months of initial hire.
Staff should receive a minimum of 40 hours per year of ongoing training in service delivery	Ensure training is service delivery focused, offered and tracked

## Offender Assessment

CPC Standard	Action
Specialized needs assessment tools are used to assess key offender types. Substance use, Sexual offending, and domestic violence should receive additional need assessments.	Utilize a violence needs assessment tool like the Violence Risk Appraisal Guide (V-RAG) to determine programing for violent offenders.

## Treatment Characteristics

CPC Standard	Action
Groups should be separated by risk level.	Low risk offenders should not be placed in the same group with those that are high risk.
Match Treatment & Offender based on responsivity factors.	Review policy placing offenders into program by crime and responsivity factors and solely use responsivity factors.
Reinforcer application should be consistent.	Provide training on types of reinforcements staff can administer and how to administer those reinforcements consistently. Provide booster trainings yearly.
Ratio Favors Rewards: Application of rewards should outnumber punishers by 4:1.	Complete literature review of token economies and other existing systems that meet the ratio. Adopt & implement reward system meeting best practice standards.
Punisher application should be consistent.	Provide training on the administration of sanctions to increase consistently. Provide booster trainings yearly.
After a punisher is administered, staff monitor participants to ensure they do not display any negative effects form the punisher.	Provide training to staff on understanding punishment may result in undesirable outcomes.

# Probation and Parole Programming Action Plan



Plan for program improvement based on results from the CPC audit.

IDOC will work toward these actions over the coming two years and report in 2023 on the successes in these areas.

## Program Leadership and Development

CPC Standard	Action
None all scored high Adherence. The two that did not have different issues that will be addressed individually	

## Staff Characteristics

CPC Standard	Action
None all scored high Adherence. The two that did not have different issues that will be addressed individually	

## Offender Assessments

CPC Standard	Action
None all scored high Adherence. The two that did not have different issues that will be addressed individually	

## Treatment Characteristics

CPC Standard	Action
Procedure for Rewards: Consistent application.	Adopt & implement reward system meeting best practice standards. Develop policy and procedure manual and audit for consistent use and application.
Procedure for punishment: Consistent application.	In conjunction with reward system, review application of punishers, train staff and audit for consistent use and application. Staff should be trained to assess and reduce potential negative effects.
Completion Criteria: There should be clear criteria to outline when the program terminates for each participant	Adopt a written criterion and include a behavioral assessment instrument, i.e., How I Think, Criminal Sentiment Scale etc.

## Quality Assurance

CPC Standard	Action
Internal Quality Assurance: Management audit system that includes: a) Program Director provides quality assurance audits b) Program Director monitors & provides staff feedback on service delivery	Train on how to track quality assurance process such as group observations, file reviews, and participant's feedback.
Participant should be surveyed as to the satisfaction with groups	Develop/adapt a group satisfaction survey to garner offender input
Offenders Re Assessed: Program should have a periodic, objective, and standardized reassessment of offenders on meeting target behaviors	Review and adopt Pre/Post tests, or criminal thinking measurement tools such as Criminal Sentiment Scale, URICA, How I Think.