

JSAP
Performance Improvement Report
2024



Washington County Health Department

Division of Behavioral Health Services

Jail Substance Abuse Program

500 Western Maryland Parkway
Hagerstown, MD 21742

The Performance Improvement Report has been developed to demonstrate JSAP’s commitment to ongoing quality improvement, outcome measurement and person centered care. The purpose of this report is to present a structured and data driven review of organizational performance. The report will identify opportunities for improvement and document actions taken to enhance the safety and delivery of services.

In adherence to the 2025 CARF guidance, we have established a comprehensive Performance Improvement System that systematically integrates:

- **Data Collection and Analysis:** Gathering and examining data across all critical service areas.
- **Outcome-Based Performance Measures:** Utilizing metrics that are relevant, reliable, and meaningful.
- **Trend Analysis:** Comparing performance data against established benchmarks.
- **Stakeholder Input:** Incorporating feedback from persons served, personnel, and community partners.
- **Action Planning:** Developing both corrective and proactive strategies.
- **Ongoing Monitoring:** Ensuring sustained positive changes.

Demographics of Persons Served

The charts and information gathered below describe data collected in either calendar year from January 1, 2024 to December 31, 2024 or 2025 Fiscal Year July 1st 2024 -June 30th 2025.

A. JSAP Participants

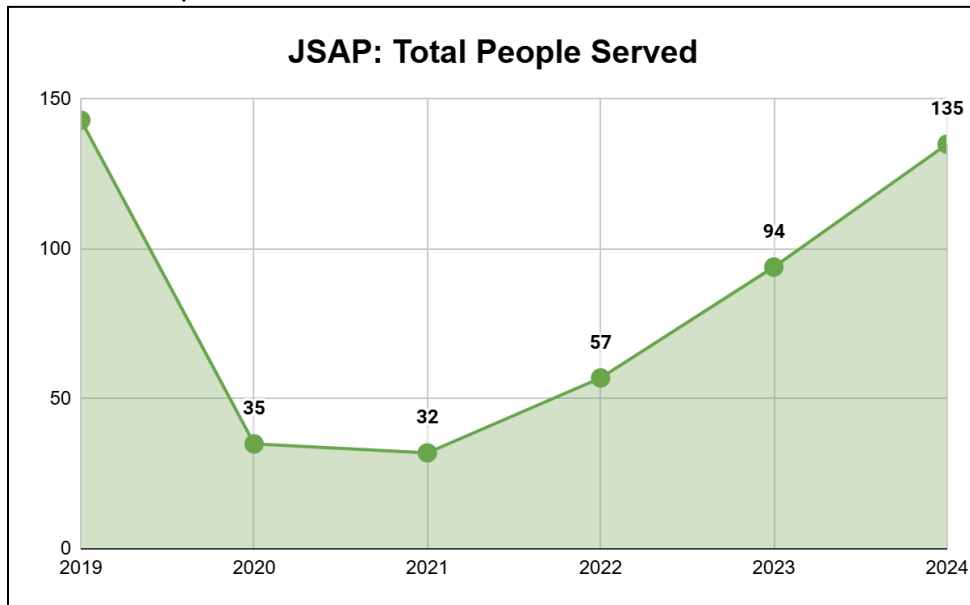


Image 1: JSAP Gender Demographics from Pattrac

Comparative Analysis

In 2024, the JSAP program served 135 participants, a notable increase from the 95 participants in 2023. This growth can be attributed to the easing of COVID-19 restrictions at the detention center, which improved access to participants for treatment. Looking at

historical data, 30 participants were treated in 2021 and 77 in 2020. Before the pandemic, in 2019, the program served 143 participants.

B. Identified Gender

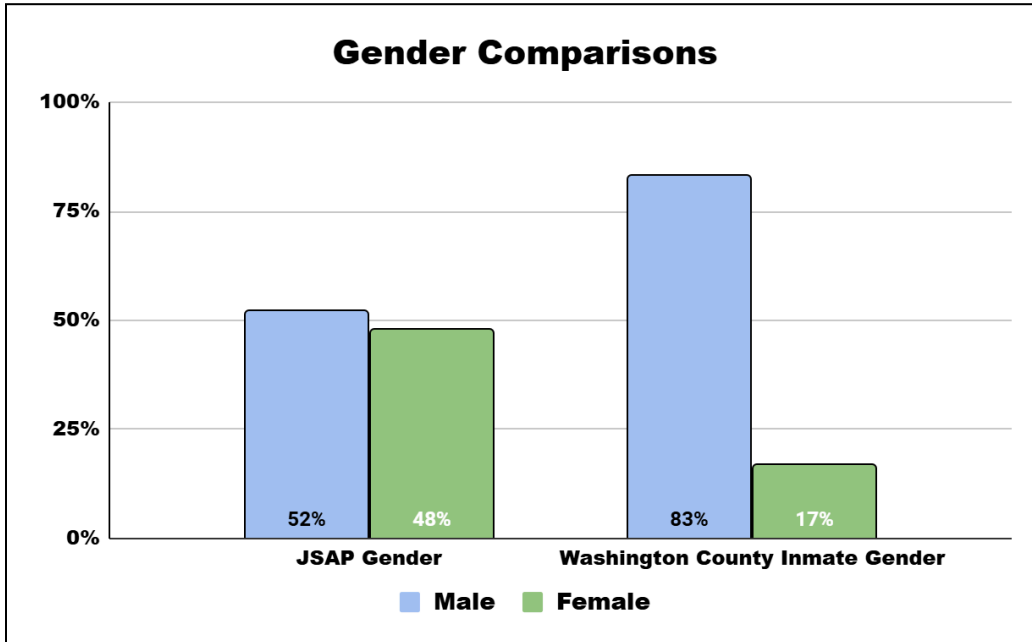


Image 2: JSAP Gender Demographics and [Washcosheriff.com](https://www.washcosheriff.com) 2024 Annual Report

Comparative Analysis

In both 2023 and 2024, male participants slightly outnumbered female participants, which aligns with the higher male population within the detention center.

The 2024 Annual Sheriff's Report data shows that the inmate population was comprised of 83% males and 17% females. This distribution suggests that the Program's services are slightly underutilized by men in comparison to women, relative to the overall detention center population.

The Program

The JSAP program provides 8 weeks of treatment within open-ended groups, designed to maximize service utilization. Each gender-specific treatment group is limited to ten participants.

Challenges in participation include:

- Female Inmates
 - At the detention center, "enemies" can hinder women's services and the ability of JSAP counselors to work with eligible participants. This historical designation labels individuals as an "enemy" in a participant's file if they cannot be housed with or have any issue with another person. This label remains for all admissions for security reasons. This designation can be a barrier to JSAP participation, due to "enemies" cannot be in the same group.
- Male Inmates
 - Reluctance to relocate to a different pod for JSAP participation impacts admissions.

- During COVID 2020-2022 the JSAP program lost a men's group counselor, and they were not replaced. Limiting the amount of groups JSAP is able to provide.
- There is no longer an officer to assist in bringing male inmates to counseling groups on Thursday and Friday, so it is not possible for the JSAP program to do groups those days.
- Both Groups
 - Many attend the orientation session but subsequently decline the counselor's assessment. The precise reasons for these refusals are largely unknown, but potential factors include conflicts with scheduled recreation time or side effects from MAT medication administered prior to sessions.

Overall, access to treatment is more restricted for women than for men. The men's JSAP Program admits individuals from the jail's E and F-Pods, each containing 72 beds. In contrast, the female housing unit eligible for services has 6 to 8 beds across 8 available dorm rooms. Consequently, the capacity to treat males within the jail significantly exceeds that for females.

Action Plan

1. Continue to offer as many services as permitted within the detention center to all interested and eligible participants.
2. Continue to collect data on gender of the Program participants. Implement gender based curriculum into treatment sessions to meet the specific needs of the patients.
3. Continue to collaborate with detention center Administrators to find solutions to the barriers preventing admissions.

C. Age of Participants

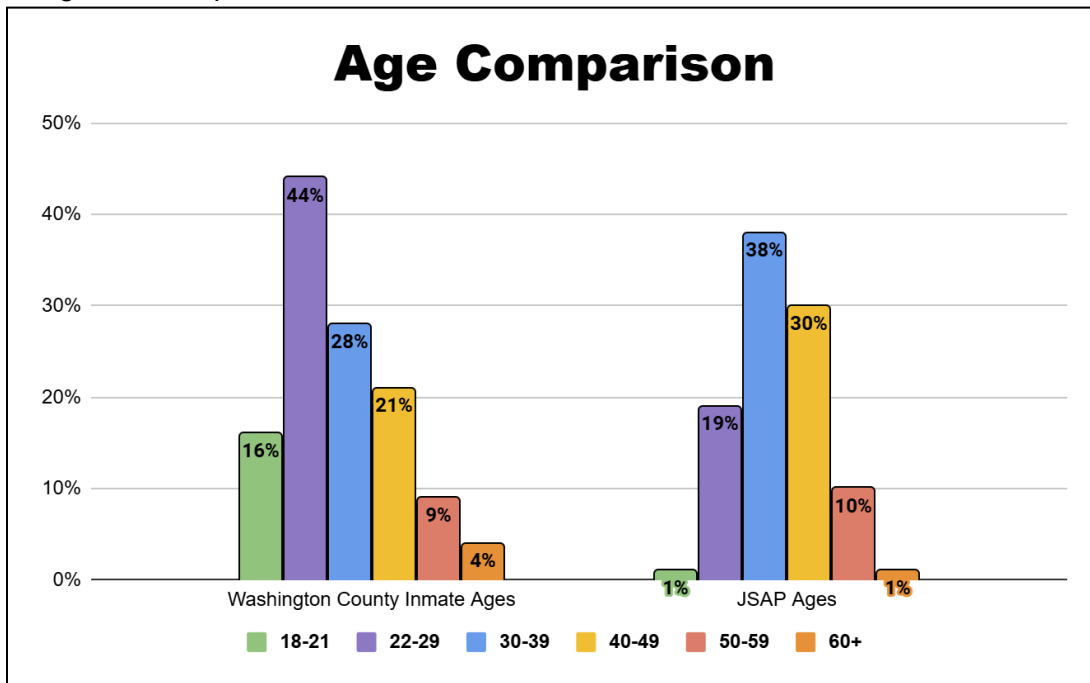


Image 3: JSAP Gender Demographics and Washcosheriff.com 2024 Annual Report

Comparative Analysis

In 2024, the majority of JSAP participants (38%) were aged 30-39, a slight decrease from 2023, when 40% were in the same age bracket. In contrast, 2022 saw the majority of participants (37%) aged 22-29. This indicates that the average age of participants has increased over the past few years.

The data suggests that inmates aged 18 to 21 showed a slight improvement in accessing treatment within the last year, with the percentage dropping from 6% to 1%, according to the data.

A 2024 review by the Federal Bureau of Prisons reveals the following age demographics for inmates within the prison system:

- **18-21 years old:** 1% (lowest demographic group)
- **22-29 years old:** 15%
- **30-39 years old:** 34% (highest demographic group)
- **40-49 years old:** 29%
- **50-59 years old:** 14%
- **Over 60 years old:** 6.5%

It is important to note that individuals incarcerated in prisons typically serve longer sentences compared to those housed in local detention centers ([Federal Bureau of Prisons](#)).

Action Plan

JSAP continuously collects data on the age of its participants. JSAP providers consider age a crucial factor when implementing treatment interventions and acknowledge its impact on the needs of those served.

The Program will gather MAT data to compare participant ages across both programs, assessing if the MAT program attracts a younger demographic. If a younger population is indeed enrolling and completing the MAT program, the next step will be to identify programming or curriculum elements that would resonate with or benefit younger participants, and explore how these can be integrated into the JSAP program.

D. Race and Ethnicity of Participants

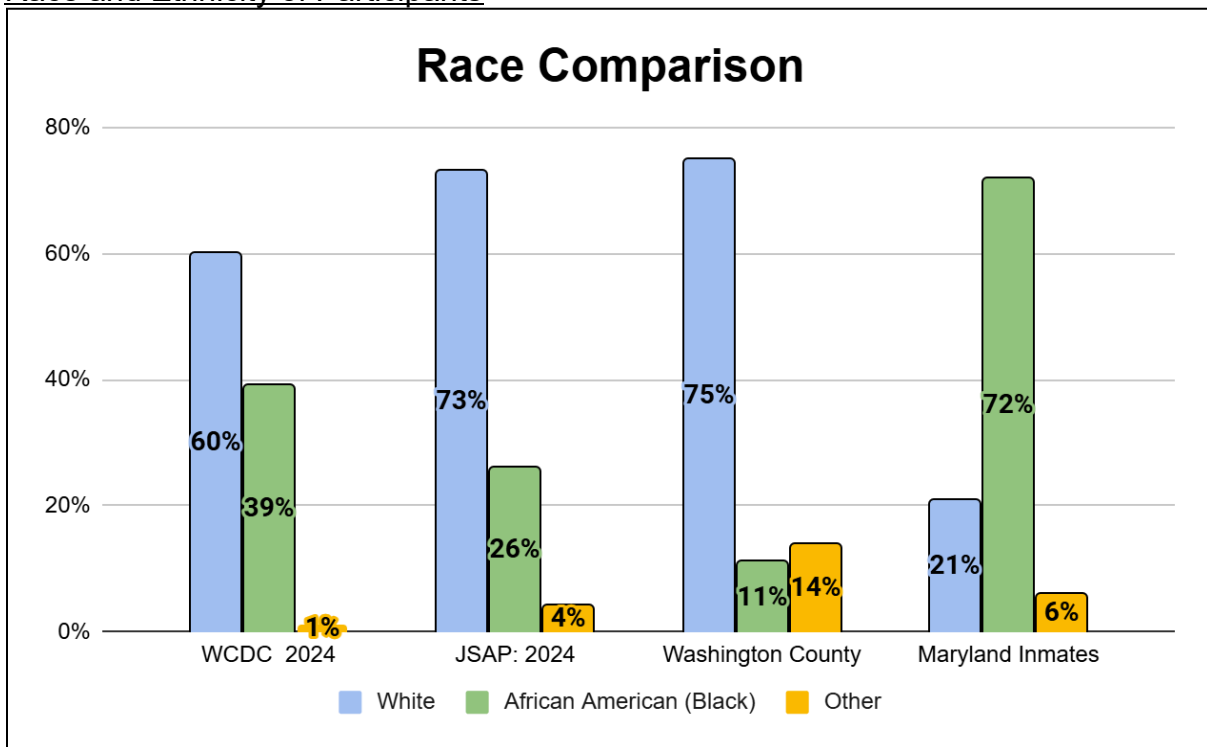


Image 4: JSAP Demographics, [Washcosheriff.com](https://www.washcosheriff.com) 2024 Annual Report, WCHD Annual Report and [DPSCS Maryland.gov](https://dpscs.maryland.gov)

Comparative Analysis

From 2023 to 2024, the racial makeup of the JSAP group changed significantly. In 2023, African Americans constituted the majority (52%), whereas in 2024, White individuals became the majority (73%). This indicates a notable shift in the racial composition of JSAP inmates during this period, with a decrease in African American inmates and an increase in White and 'Other' inmates.

- **White Inmates:**
 - In 2023, White inmates constituted 44% of the JSAP population.
 - In 2024, this percentage increased to 73%.
- **African American Inmates:**
 - In 2023, African American inmates represented 52% of the JSAP population.
 - In 2024, this percentage decreased to 26%.

A review of statewide jail data indicates that across the state, 72% of those incarcerated are African American and 21% identified as caucasian. The statewide jail numbers on race do not align with the race statistics for the Washington County Detention Center, but do align with the overall race statistics of the population in Washington County Maryland. A review of the race of the general population indicates that the JSAP program provides services to a higher percentage of Caucasian participants when compared to the general jail population, and a significant decrease in the African American population than last year.

Action Plan

The JSAP does not consider race in its admissions process, and as such, there are no specific interventions designed to increase the representation of African American individuals in the Program. The Program's strong reputation among detention center inmates positively influences the volume of service requests. JSAP will continue to focus on increasing these requests and actively engaging all participants in its services.

The JSAP Program is committed to addressing racial disparities and improving cultural competency. The program will continue to collect and expand data on race, comparing it with criminal charges of participants and which participants have been court ordered to attend versus independent sign ups.

JSAP staff regularly incorporate minority speakers in treatment group sessions, and the curriculum addresses the impact of racial disparities on individuals. Program staff consistently attend training on cultural competence and social determinants of health to enhance their skills. The program will continue to use a curriculum that caters to the diverse needs of the individuals it serves.

D. Spiritual Beliefs

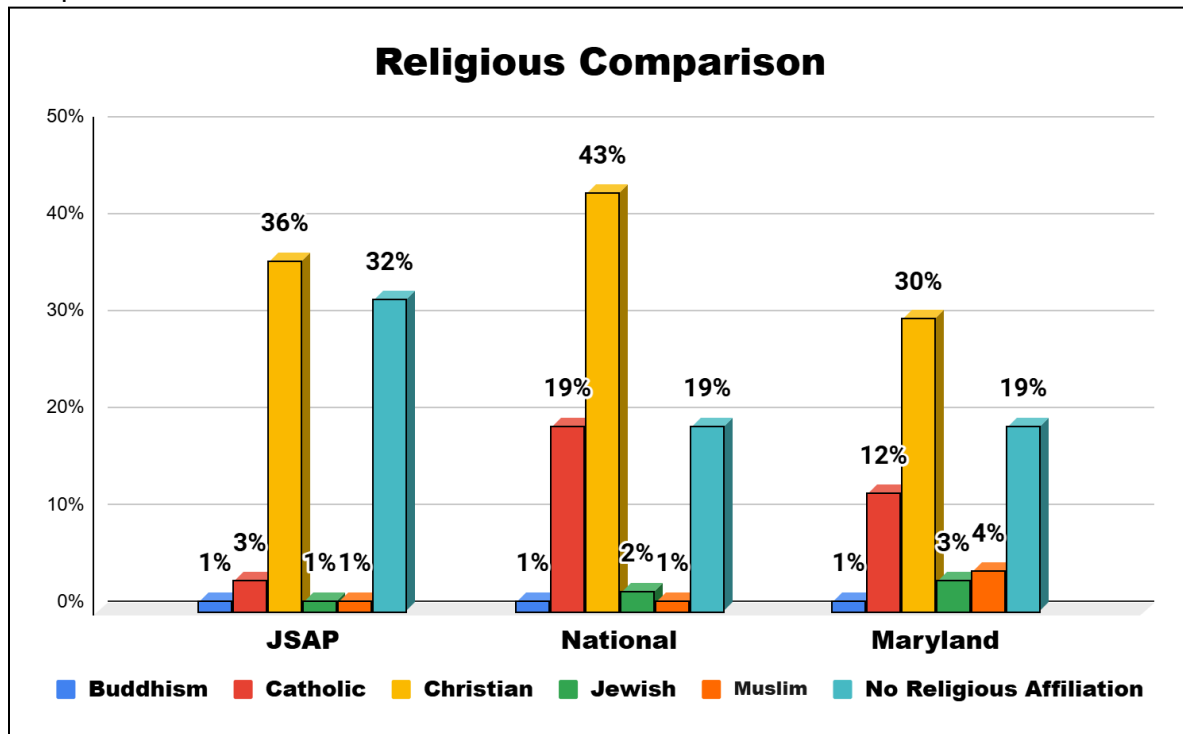


Image 5: JSAP Demographics and [PewResearch.org](https://www.pewresearch.org)

Analysis

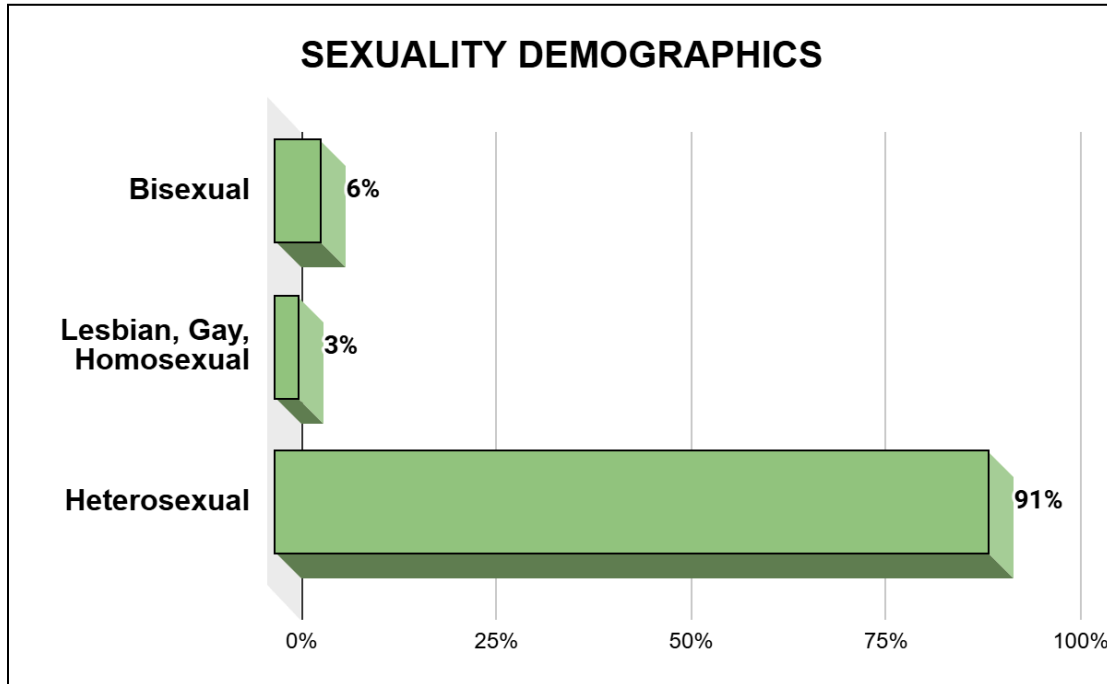
Among JSAP participants, 39% identify as Christian or Catholic, which is lower than the 42% reported for the entire state of Maryland. However, 47% of JSAP participants believe in a higher power without adhering to a specific religion. This suggests that a substantial majority, 89%, of JSAP participants have a spiritual belief system. The terminology of a "higher power" is commonly used in community-based self-help and recovery programs, such as Alcoholics Anonymous, and may resonate with JSAP participants due to its prevalence in such contexts.

A spiritual connection is an important factor in overall wellness. There is no comparative data set for the selection “I believe in a higher power, but do not belong to a religion.” This question is not posed for statewide or nationwide data sets.

Action Plan

The JSAP Counselors continue to explore spiritual beliefs and their strengths with participants in their treatment sessions. The program utilizes Evidence Based curriculum on the topic of spirituality. The Men’s JSAP group provides yoga and meditation as a spiritual practice. Additionally, incarcerated individuals have access to bible studies and spirituality services in the detention center.

E. Sexual Orientation



Analysis

2024 JSAP Participants identifying as LGBTQ comprised only 9% of the population served at the program.

JSAP has a reputation of demonstrating cultural competence in working with minority populations, which is reflected in the patient satisfaction surveys and assessment tools to measure functioning.

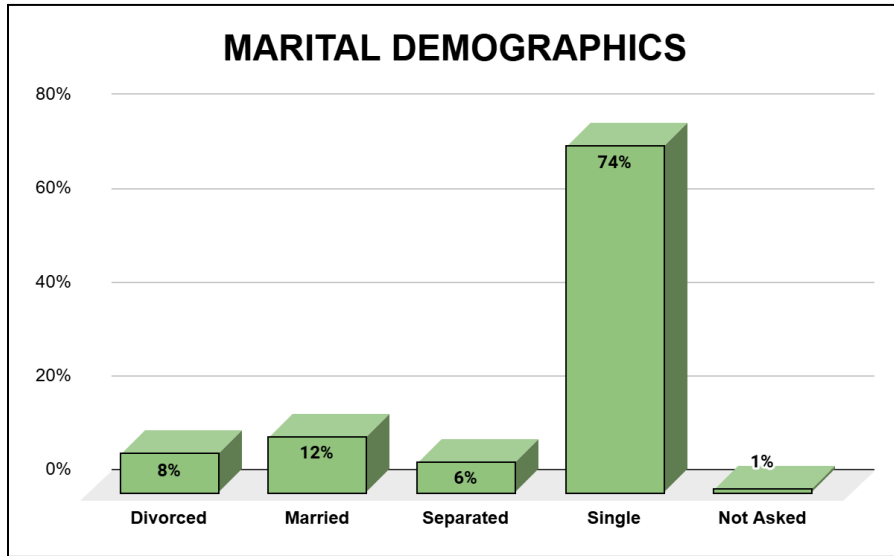
Data regarding the sexual orientation of all inmates at the detention center is not available.

Action Plan

1. The Program will continue to offer services to all those interested, regardless of sexual orientation.
2. Program counselors will add topics to group curriculum in this area, including relationship factors for individuals identifying as LGBTQ

3. Program staff do not make assumptions about sexual orientation, and ask for clarity from participants for this topic.

F Marital Status

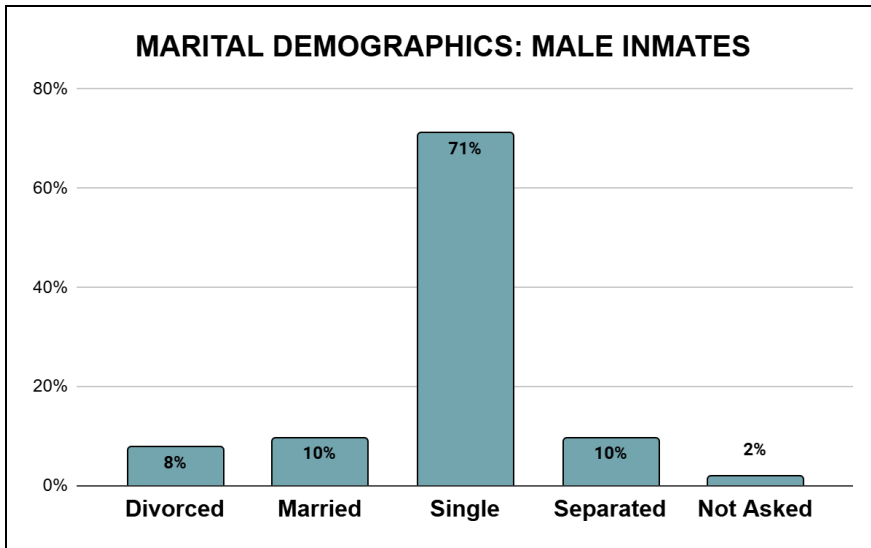


Data Analysis

The 2024 JSAP marriage demographics are consistent with the JSAP marriage rates in 2024.

- **Single**
 - 2023: 75%
 - 2024: 74%
- **Divorced**
 - 2023: 10%
 - 2024: 8%
- **Married**
 - 2023: 10%
 - 2024: 12%
- **Never Married**
 - 2023:
 - 2024:
- **Separated**
 - 2023: No Data
 - 2024: 6%

The positive association of marriage with lower crime rates among men has been researched and confirmed in studies. Marriage provides a supportive factor to a decrease in criminal activities and behaviors. The state of Maryland census from [Census Reporter.org](https://www.census.gov) indicates that 49% of Marylanders report that they are married.



The first factor is that a change in criminal behavior may occur in response to the attachment or social bond that forms as a result of marriage. The article explains that, “the social tie of marriage is important because it creates an interdependent system of obligation, mutual support, and restraints.”

The second factor is that marriage leads to significant changes in everyday routines and patterns of socializing with others. According to the article, “It is well established that lifestyles and routine activities are a major source of variation in exposure to crime and victimization.” The theory is that single men have more time to socialize with their peers, putting them at risk for criminal activity. Once married, the couple spends more social time together and socializing with outside persons is decreased. In summary, marriage involves numerous obligations that tend to decrease leisure activities outside of the marriage.

Action Plan

1. Program counselors will provide education on this topic in treatment group sessions, and attempt to draw conclusions based on the feedback from the person served.
2. The Program will continue collecting data on marital status and compare data next year.

G. Residency Status Prior to Incarceration

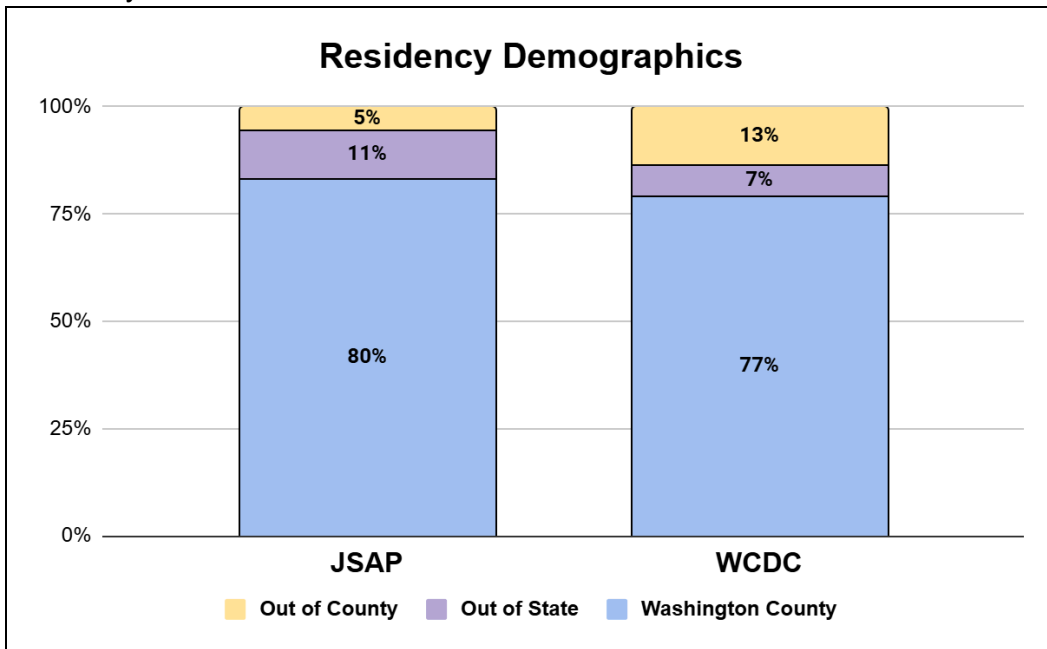


Image 6: JSAP Demographics and Washcosheriff.com 2024 Annual Report

Data Analysis

The residency data is only the second year that it has been gathered on JSAP participants concerning their residency status before incarceration, thus allowing for comparison only with the previous year's data.

In 2024, 84% of JSAP participants were residents of Washington County, Maryland, prior to incarceration. While this is a slight decrease from 2023, it remains higher than the Washington County Detention Center (WCDC). With the exception of out-of-county participants, all JSAP participants show slightly higher numbers than the WCDC, indicating that the program serves a proportionate number of residents regardless of their prior residency.

Action Plan

The Program is committed to providing services to all eligible individuals, regardless of pre-incarceration residency. Data collection and analysis are ongoing to assess efficacy and guide continuous improvement, ensuring the Program meets participant needs.

H. Housing Status Prior to Incarceration

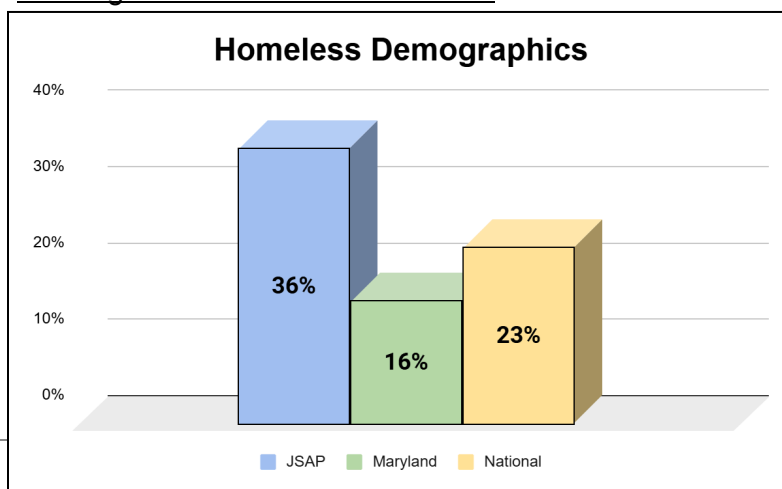


Image 7: JSAP Demographics, [Maryland Census](#) and USAfacts.org

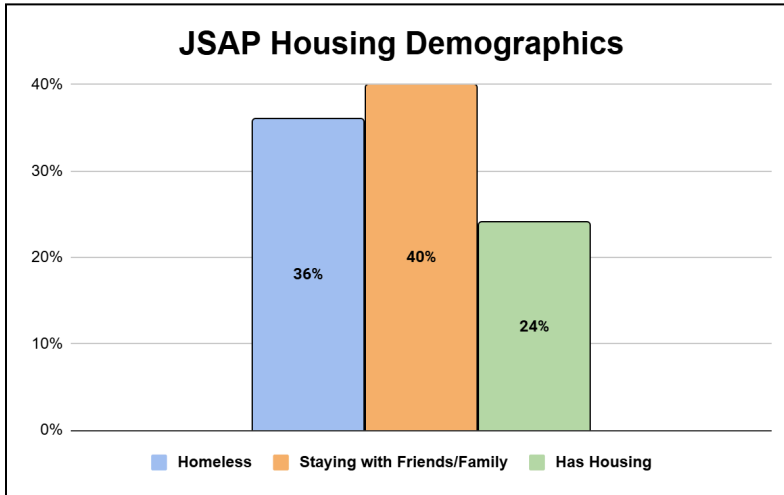


Image 8: JSAP Demographics

Data Analysis

This is the second year that data on homelessness among participants has been collected. In 2023, 43% of JSAP participants were homeless before incarceration, significantly higher than the 9% observed across Maryland. Additionally, 26% of participants did not have their own home, residing instead with family and friends. By 2024, the percentage of JSAP participants experiencing homelessness decreased slightly to 36%, while those staying with family and friends rose to 40%. These figures remain considerably higher than both the Maryland average of 16% and the national average of 23%.

It appears that homelessness or the lack of a fixed address may negatively influence substance use and criminal behaviors. One possible conclusion is that a substance use disorder increases the likelihood of homelessness due to the associated chaotic lifestyle and financial instability. Furthermore, individuals with felony convictions face difficulties accessing low-income housing, making secure housing harder to obtain.

Washington County, a rural Maryland community, faces a significant lack of temporary housing for its homeless population. This shortage has resulted in tent encampments appearing in both rural areas and Hagerstown, the county's primary city, as well as the smaller towns of Boonsboro, Clear Spring, Hancock, Funkstown, Smithsburg, and Williamsport.

According to the National Alliance to End Homelessness ([endhomelessness.org](#)), only 85% of the temporary shelters needed on any given night are available to Maryland residents. Furthermore, only 1% of the necessary safe haven shelters and 24% of the traditional housing required to assist Maryland's unhoused population are currently accessible.

The Prison Policy Initiative shows this image below indicating the Homeless Population in the United States and indicates that they found “that 203 out of every 10,000 formerly incarcerated people were homeless, nearly three times as many - 570 out of every 10,000 were housing insecure”. ([Prison Policy Initiative, Nowhere to Go: Homelessness among formerly incarcerated people](#))

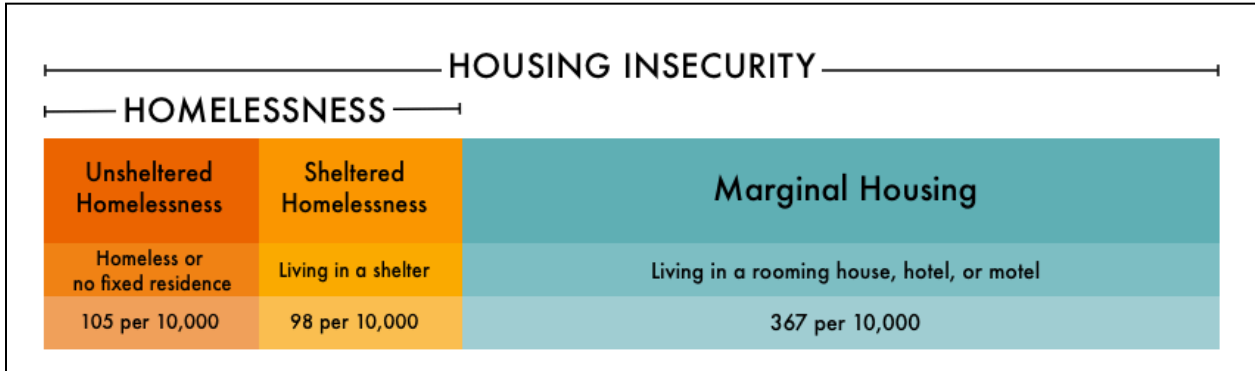


Image 9: Prison Policy Initiative (Data from 2018)

Action Plan

The JSAP program will continue to gather data on homelessness among participants prior to their incarceration to facilitate comparisons, and determine what improvements can be made. Treatment Coordinators will address homelessness during treatment sessions to better meet participant needs and JSAP will continue collaborating with other programs to establish transitional steps for participants moving from incarceration to treatment, housing, and potential employment. The Program currently partners with Ladders to Leaders, Wells House, and Gatekeepers to support participant needs. It is important to continue tracking the homeless population within JSAP to understand their post-incarceration placements and re-incarceration rates, highlighting the significance of transition of care and follow-up.

I. Education Status

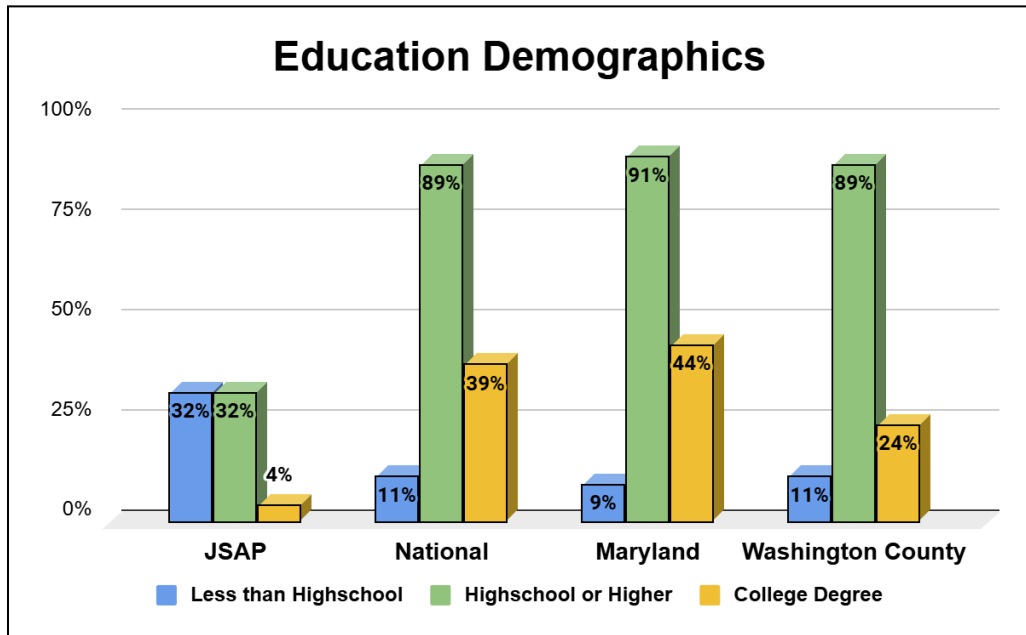


Image 10: JSAP Demographics and WCHD 2024 Annual Report

Data Analysis

The Program collected more data about education than in previous years, which offers more detailed information about participants. A review of JSAP data from 2023 to 2024 indicates that 32% (40% in 2023) of participants have less than a GED, which is much higher than 11%, which is the national average. 32% of JSAP participants have either a GED or a High School diploma and some college. Versus over 89% in Maryland and Nationally.

The large variance occurs when considering higher education. 39% of the population in the United States has a Bachelor's Degree, compared to 4% of JSAP Participants.

Overall, both in 2023 and 2024 JSAP Participants continue to have less educational status when compared to national, county and state averages. Obtaining a higher education may lead to decreased risk of incarceration, better employment opportunities, improved financial status, access to resources and secure housing.

Action Plan

Program staff will promote higher education in treatment sessions as a way for individuals to improve their functioning and ability to meet life's goals. The detention center offers GED classes to interested inmates. Educational plans are addressed at the time of the assessment, and at intervals thereafter.

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In alignment with CARF standards, an annual Walker Grid analysis was executed to facilitate systematic performance improvement. This analysis is crucial for identifying key organizational strengths and opportunities by categorizing indicators based on their impact and performance level. The resulting data directly shapes the priority goals and action steps detailed in this Performance Improvement Plan, guaranteeing that all improvement initiatives are strategic, measurable, and address identified organizational needs.

Effectiveness

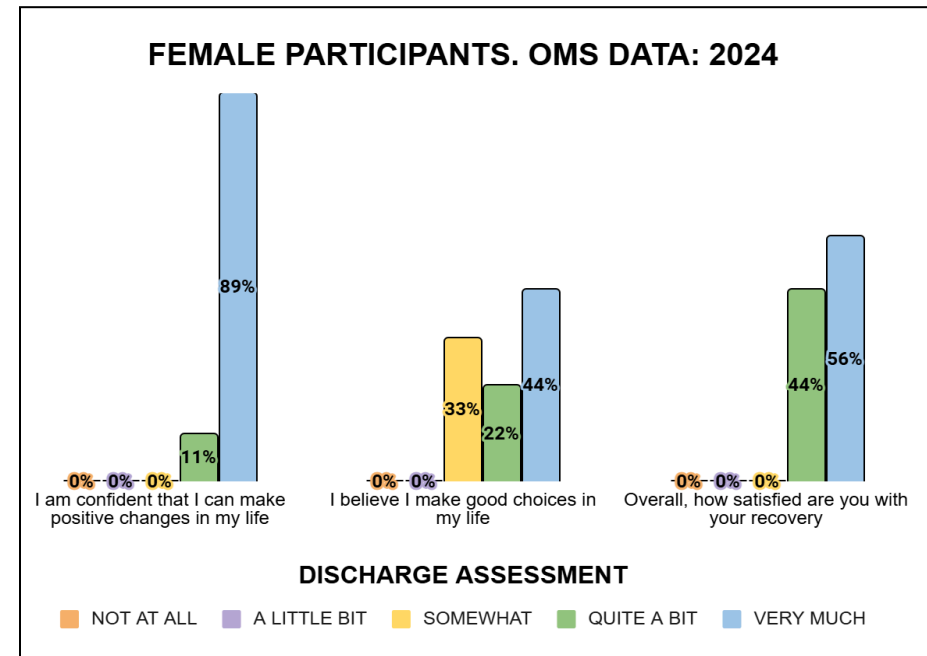
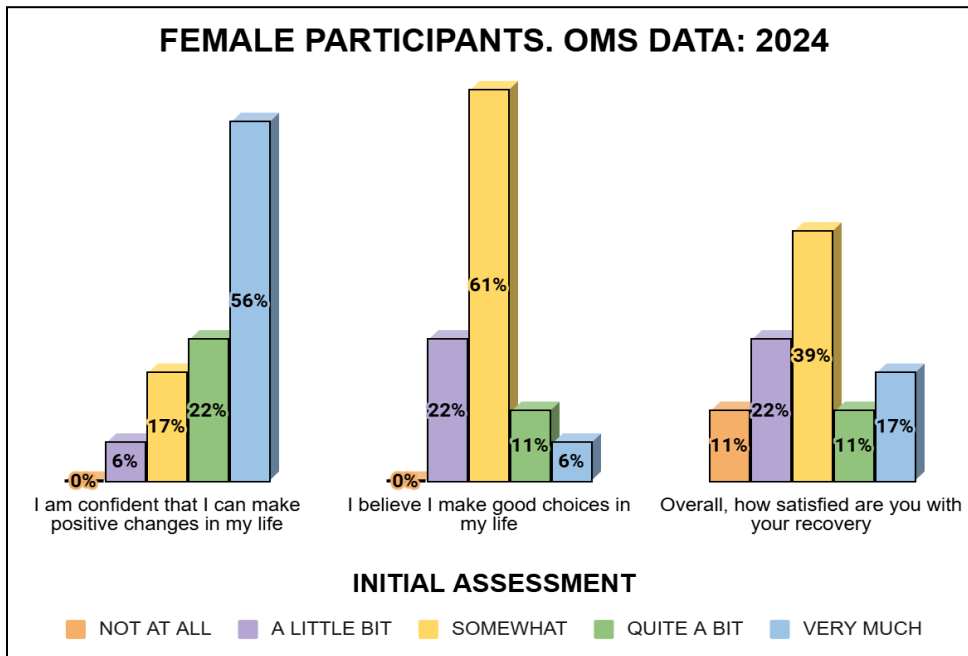
Goal: Increase overall functioning of every person served from admission to discharge

Goal	Indicator Measure	Target	Who Applied to	Time of Measure	Data Source	Obtained By	Results
Increase overall functioning of every person served from admission to discharge for individuals with successful completions	Level of agreement change in functioning from admission to discharge on Q. 4, 6, 14 and 22 of the Adult OMS	Minimum of 5% increase in functioning across all categories	Adult patients admitted beginning 1/1/2024 and discharged by 12/31/2024.	Upon patient admission and at discharge	Adult OMS questionnaire (adapted) PatTrac Report	Program staff and Operations & Compliance Coordinator	The goal was met.

JSAP 2024 Survey Results, Analysis and

The charts and information gathered below describe survey data collected from January 1, 2024 to December 31, 2024

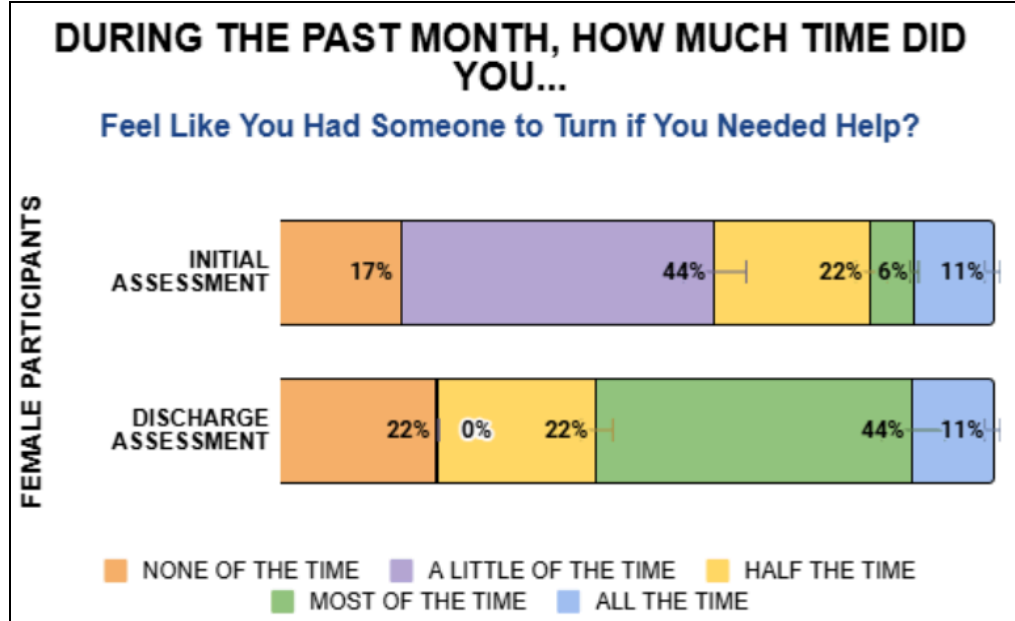
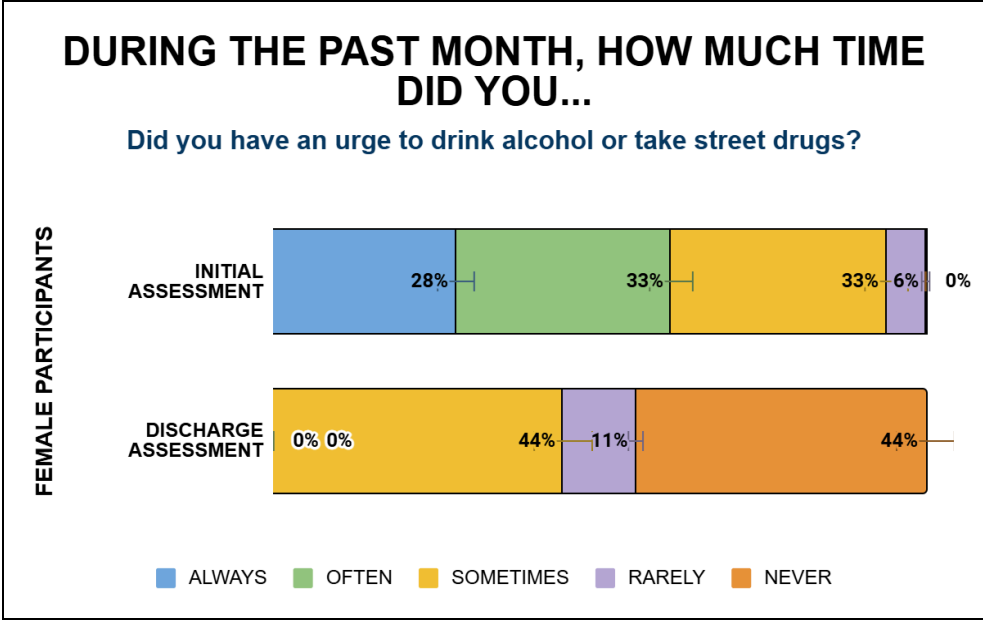
A. Overall Results for Women in Treatment



Analysis

For each of the OMS questions asked both during initial assessment and at discharge are as follows:

- Question #4 - Ability to handle daily life “I am confident that I can make positive changes in my life”
 - Female participants answered “**VERY MUCH**” 34% more after finishing the program that they did before starting.
- Question #6 - Ability to manage symptoms “ I believe I make good choices in my life”
 - Female participants answered “**VERY MUCH**” 29% more after finishing the program that they did before starting.
- Question # 14 - Feeling of hopefulness “Overall, how satisfied are you with your recovery”
 - Female participants answered “**VERY MUCH**” 37% more after finishing the program that they did before starting, and 33% more answered “**QUITE A BIT**” after completion.

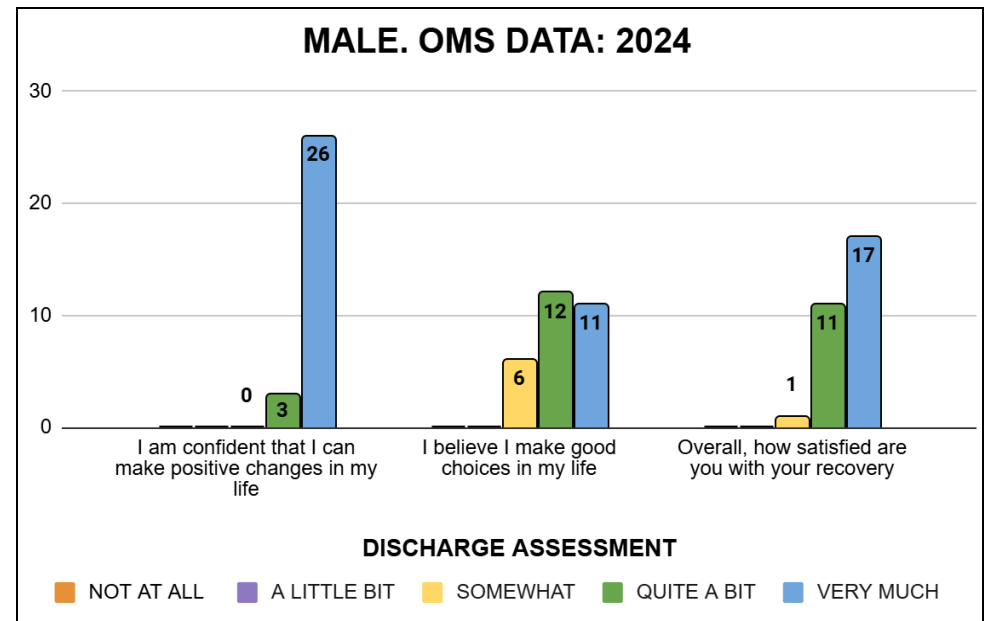
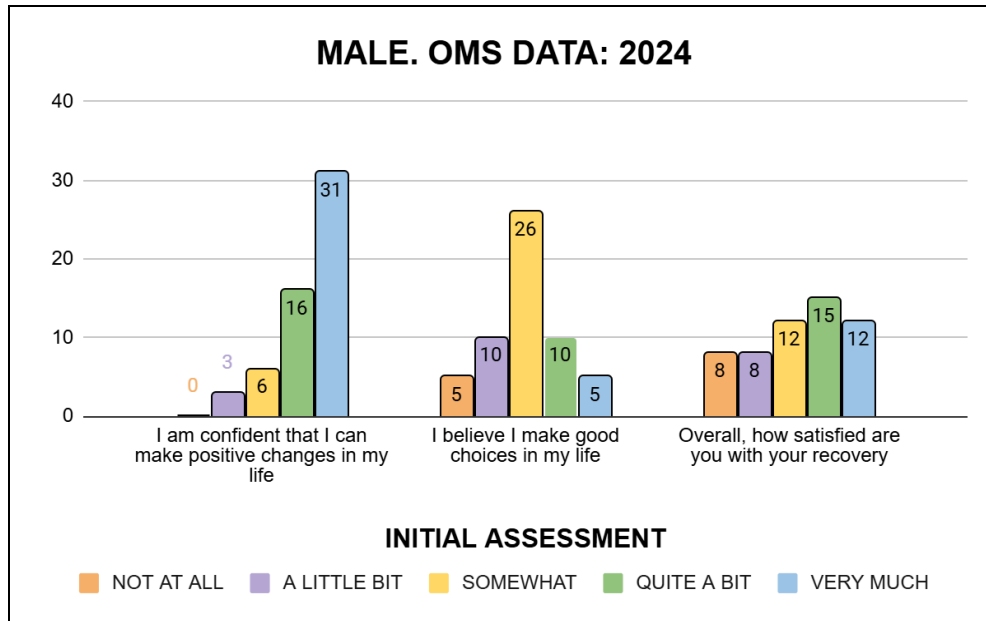


Analysis

For each of the OMS questions asked both during initial assessment and at discharge are as follows:

- Question #22 - “Did you have an urge to drink alcohol or take street drugs?”
 - Male participants answered “**SOMETIMES**” at 33%, “**RARELY**” at 6% and “**NEVER**” at 0%; during the initial assessment while after the program completion that percent changed drastically to “**SOMETIMES**” at 44%, “**RARELY**” at 11% and “**NEVER**” at 44%;
- Question #35 - “ Feel like you had someone to turn to if you needed help?”
 - Male participants answered “**MOST OF THE TIME**” or “**ALL THE TIME**” at 17% during the initial assessment, and then after finishing the program that percentage increased to 55%.

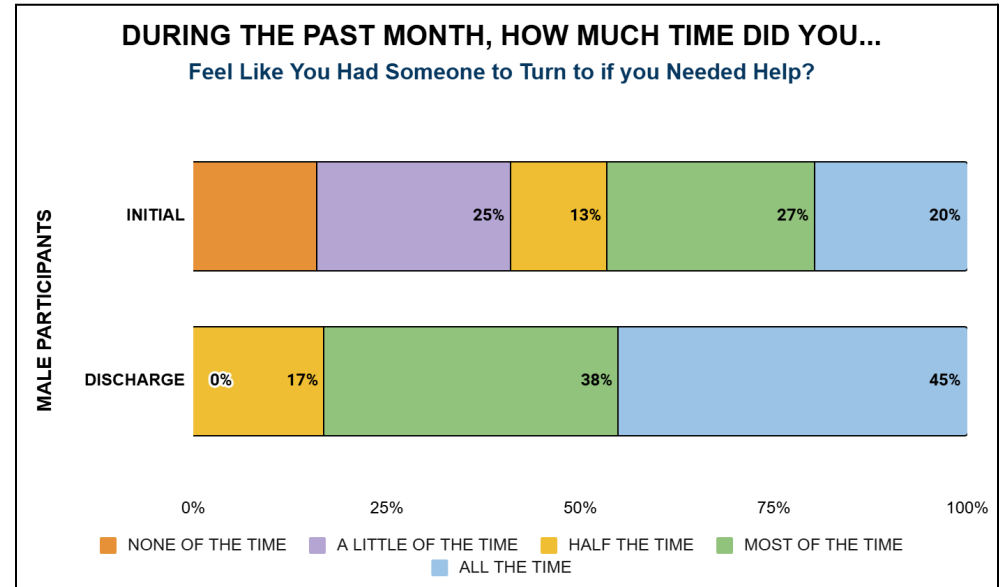
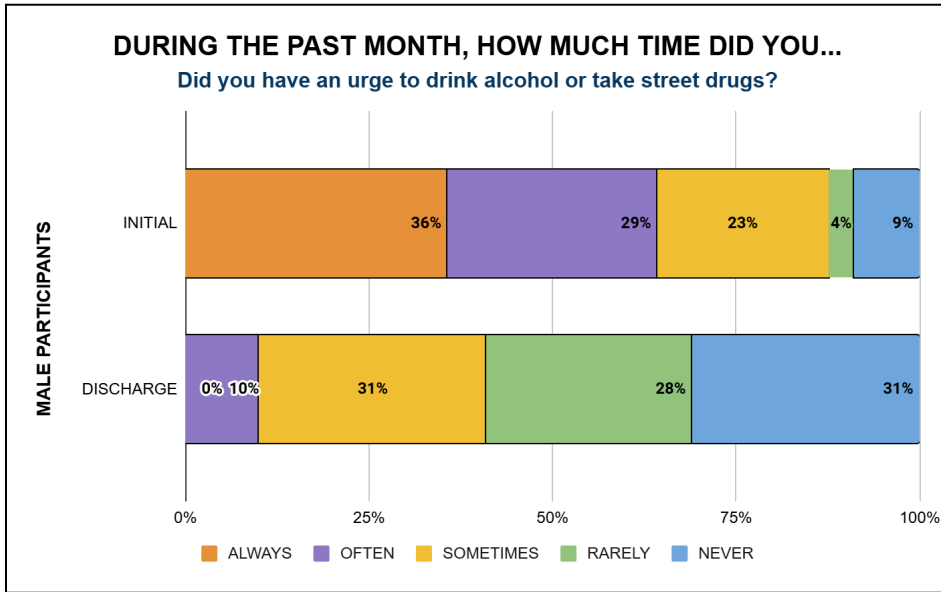
B. Overall Results for Men in Treatment



Analysis

For each of the OMS questions asked both during initial assessment and at discharge are as follows:

- Question #4 - Ability to handle daily life “I am confident that I can make positive changes in my life”
 - Male participants answered “**VERY MUCH**” 33% more after finishing the program that they did before starting.
- Question #6 - Ability to manage symptoms “ I believe I make good choices in my life”
 - Male participants answered “**VERY MUCH**” 38% more after finishing the program that they did before starting.
- Question # 14 - Feeling of hopefulness “Overall, how satisfied are you with your recovery”
 - Male participants answered “**VERY MUCH**” 39% more after finishing the program that they did before starting, and 33% more answered “**QUITE A BIT**” after completion.



Analysis

For each of the OMS questions asked both during initial assessment and at discharge are as follows:

- Question #22 - “Did you have an urge to drink alcohol or take street drugs?”
 - Male participants answered “**SOMETIMES**” at 23%, “**RARELY**” at 4% and “**NEVER**” at 9%; during the initial assessment while after the program completion that percent changed drastically to “**SOMETIMES**” at 31%, “**RARELY**” at 28% and “**NEVER**” at 31%;
- Question #35 - “ Feel like you had someone to turn to if you needed help?”
 - Male participants answered “**MOST OF THE TIME**” or “**ALL THE TIME**” at 20% during the initial assessment, and then after finishing the program that percentage increased to 45%.

The questions, administered at both admission and discharge, assess individual functioning. The program analyzes this data to determine if JSAP participation leads to an increase in overall functioning. Positive results were observed across all three data sets (differentiating between males and females).

The OMS or Outcomes Measurement System is used to demonstrate participant report functioning. The questions are essential for evaluating cravings and the availability of social support in patients with substance use disorders.

Comparing data from these questions between initial assessment and discharge is crucial for ensuring the program's continued improvement and effective treatment of all participants.

The combined results are used to measure percentage change between OMS admission and discharge. The Program met the goal of a 5% increase in results to survey questions. The goal was met for all questions, with the highest change on question 3, which was also the highest improvement for year 2023 as well. The question was, “Overall, how satisfied are you with your recovery?” The positive result in this area indicates that individuals find JSAP services helpful, and have a positive impact on participant’s recovery efforts.

Action Plan Program counselors currently use motivational interviewing during assessments and treatment sessions, which targets instilling hope and increasing motivation for change. Program participants collaborate with counselors to create a person centered plan at admission, which may impact hope and motivation as well.

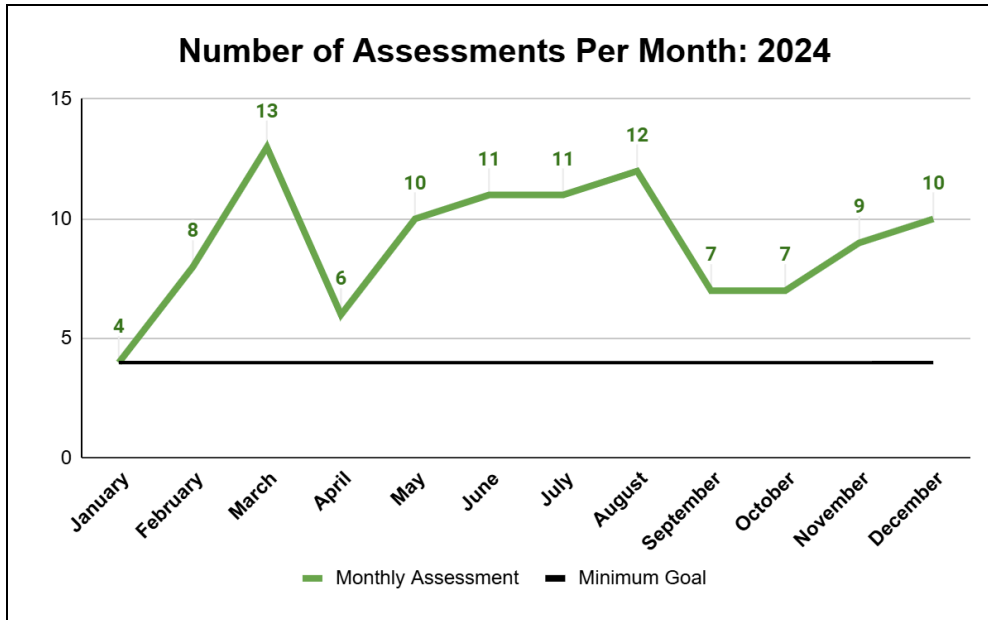
Efficiency 2024

Goal: Maintain the number of monthly assessments

Maintain number of monthly assessments at Program	# of assessments completed by clinicians	Minimum of 4 assessments per month	Incarcerated adults requesting JSAP services	Assessments from 1/1/24 to 12/31/24	PatTrac JSAP Diag Eval Report Visit Note Log	JSAP Program Coordinator	Results The goal was met
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Analysis

The goal of four assessments per month was met in 2024, with many months surpassing that number. There are times where the Program cannot do assessments due to “lockdowns” at the jail, or inadequate space to conduct sessions. The denials for individual sessions with participants impacts the number of assessments conducted per month. Additionally, inmates predicting an upcoming release from incarceration decline admission to the JSAP program which impacts assessment numbers.



Action Plan

JSAP counselors will continue to aim for a minimum of 4 assessments per month. This will continue to be a goal on the 2025 PMM plan.

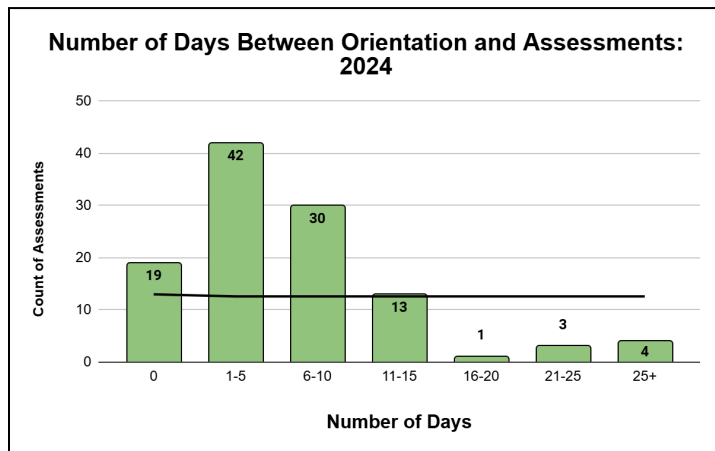
Service Access

Goal: Decrease number of days between group orientation and assessment

Goal	Indicator Measure	Target	Who Applied to	Time of Measure	Data Source	Obtained By	Result

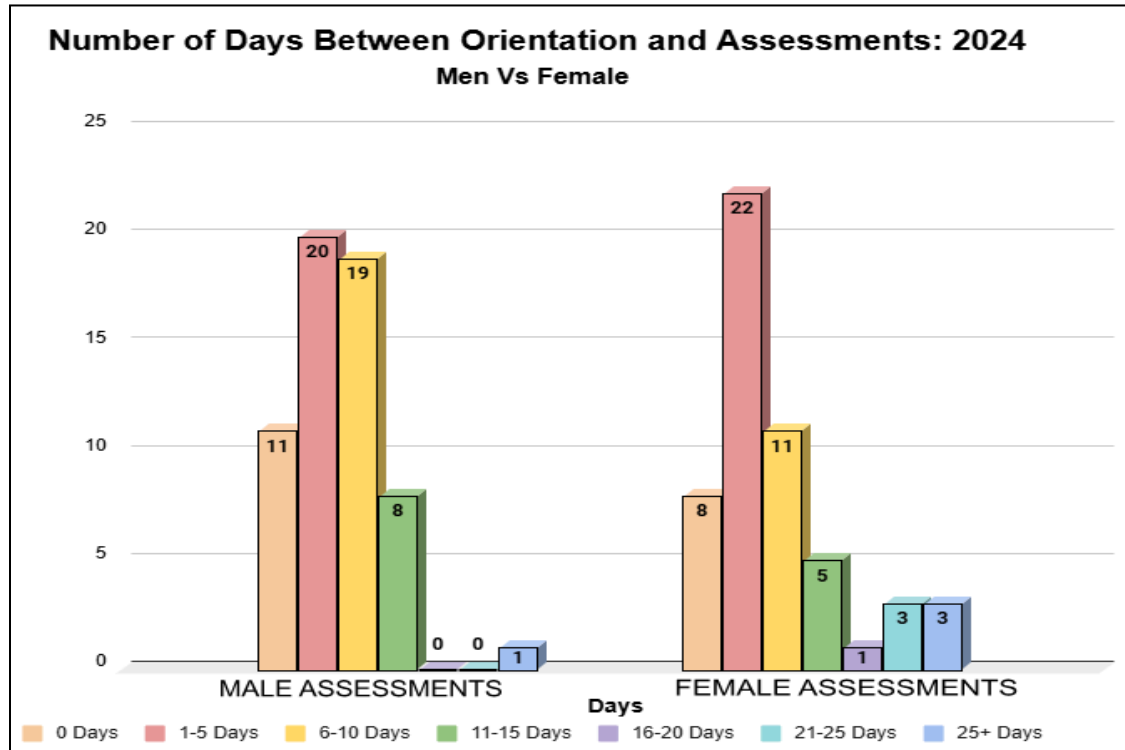
Program participants attend assessment sessions within 21 days of orientation to treatment session.	# of days between orientation and assessment sessions	90% of assessments occur within a maximum of 21 days from the orientation session	JSAP participants	Group Orientation & Assessment Date from 1/1/24 to 12/31/24	Visit Note Log PatTrac JSAP Admittance Log JSAP Service Success Analysis Report	Program Coordinator	87% of JSAP participants had an assessment within 21 days of orientation. 51% of JSAP Participants had an assessment within 0-5 days of orientation
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Category	# of Individuals	Percentage
# of Individuals attended Orientation	117	97%
# of Individuals attended Orientation and were assessed	117	97%
# of Individuals assessed within 0-5 day of the Orientation	61	51%
# of Individuals assessed within 6-10 days of the Orientation	30	25%
# of Individuals assessed within 11-15 days of the Orientation	12	1%
# of Individuals assessed within 16 to 20 days of the Orientation	1	0.05%
# of Individuals attended Orientation and were assessed within 21 days or less	105	87%
# of Individuals attended Orientation and were assessed after 21 days	6	0.5%



Analysis

JSAP staff completed 51% of program assessments within 0-5 days of orientation. As well as 87% of assessments within 21 days or less of orientation, with less than 1% taking between 16 and 20 days. These statistics highlight the program staff's commitment to prompt assessments, ensuring individuals can quickly access services.



A factor for the women's program is that women are not always available for assessments. There are times when there are not enough guards, or enough space to conduct assessments. This causes a barrier for quick admission to the program for some applicants.

Other factors impacting this data set include persons served receiving disciplinary action by the detention center or medical quarantine, which delayed their participation in the assessment after completing orientation.

Some individuals have orientation, and then decline the assessment. The clinician provides another opportunity for an assessment, but this scenario impacts the days between orientation and assessment.

Action Plan

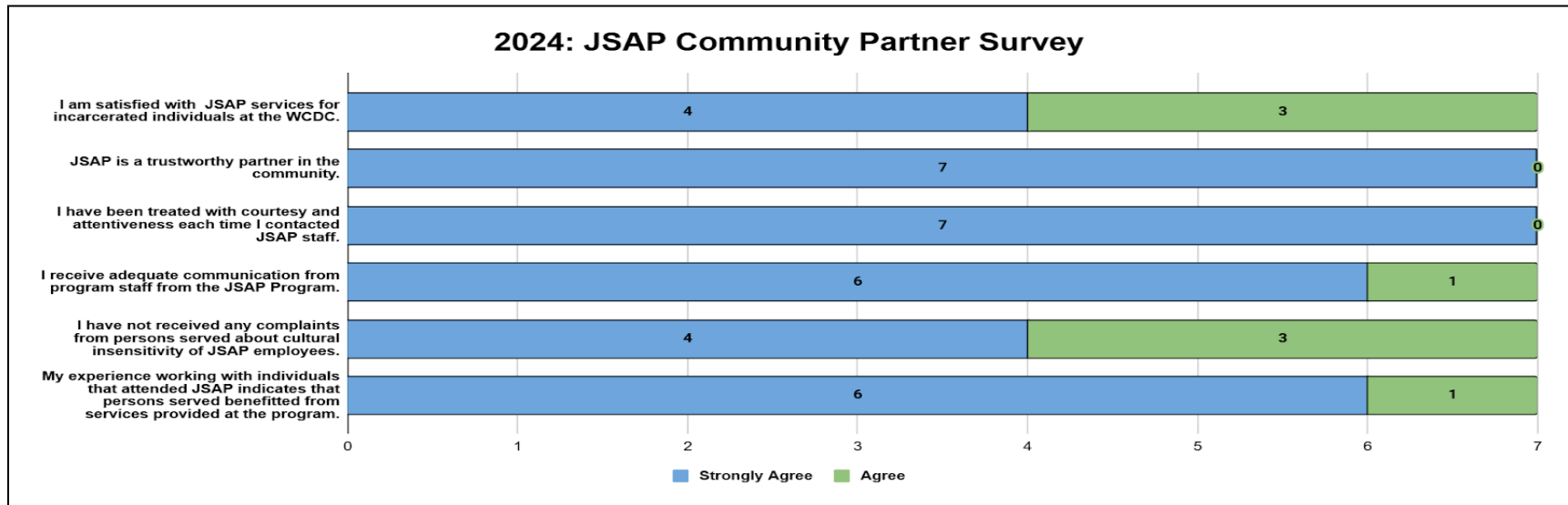
The Program will continue to focus on admitting individuals to treatment as soon as possible, and to continue to track and obtain data regarding the length of time participants are able to attain treatment.

The Program will continue to utilize group orientation to make the process as efficient as possible.

Satisfaction of Stakeholders

Goal: To maintain the satisfaction of stakeholders of 90% or higher.

Goal	Indicator	Target	Applied to	Time of Measurement	Data Source	Obtained by	Result
Maintain the satisfaction of stakeholders	“JSAP Program participants report having a good experience participating in JSAP services”	90% agree or strongly agree responses	Stakeholders participating in stakeholder survey	March 15, 2023 stakeholder survey and September 15, 2023 Stakeholder survey	Utilize google form for survey and interpret data from excel	Clinical Coordinator	The Goal was met. 100% of respondents strongly agreed to this question.



Analysis

The Program had 100% of community partners indicate they “Agree” or “Strongly Agree” with 57% Stakeholders who indicate “Strongly agree” responses to the stakeholder survey question, “I am satisfied with JSAP services for incarcerated individuals at WCDC”.

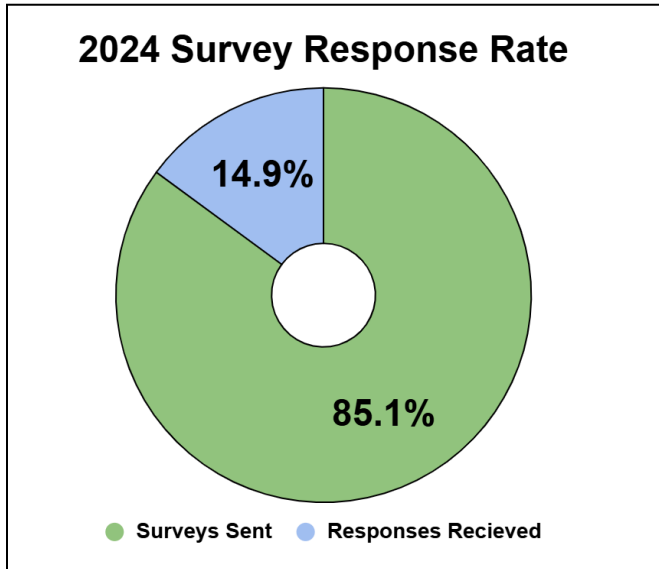
Action Plan

The Program does not have action steps for this goal as it was completely met in both 2023 and 2024 surveys. The Program added a question regarding Communication to the stakeholder survey in 2024, “I have received timely communication from JSAP staff about patient admissions and discharges” The Program aims to determine if communication with stakeholders regarding admissions and discharges meets an “agree” or “strongly agree” rating. The 2024 survey indicated that 86% of the Stakeholders surveyed indicated that they strongly agree with the statement.

Satisfaction of Stakeholders

Goals: To Increase responses to the survey

Goal	Indicator	Target	Applied to	Time of Measurement	Data Source	Obtained by	Result
Increase responses to the Stakeholder Satisfaction Survey	Number of respondents to survey	25% increase in respondents	Stakeholders participating in stakeholder survey	7 Responses in 2024 Versus 6 in 2023	Utilize Google form for survey and interpret data from excel	Clinical Coordinator	The goal was not met. The Program had one extra response from the 2023 survey and met a 20% increase.



Analysis

The goal was not met as the Program increased responses by one response in the 2024 Stakeholders Survey. The Program has had poor response from stakeholders surveys in the past as well. The Program has tried different approaches to delivery of the survey.

Action Plan

The Program will identify additional stakeholders to submit the survey to in the 2025 survey. The Program will utilize printed surveys to mail to stakeholders and have online surveys to email to stakeholders. The program hopes that the survey response rate will increase to 50%, as it currently sits at 15%.

To increase participation in the Community Partner survey, respondents will receive both verbal and written reminders, along with additional emails providing direct survey access. The survey will also remain open for three weeks to ensure more comprehensive responses.

Satisfaction of Participants

Goal: Increase the satisfaction of program participants

Indicator	Target	Applied to	Time of Measurement	Data Source	Obtained by	Result
Rating given by program participants on the item “I would recommend this Program’s Services to people in similar situations.	3.5 average satisfaction rating	Program participants	January 1, 2024 to December 31, 2024	Survey Data Analysis Report	Program Coordinator and Operations & Compliance Coordinator	Target was met.

Result

Survey Item	Average Response				Average Score
	March	June	September	December	
Number of survey forms completed	17	13	14	13	57 total surveys
I would recommend this Program’s services to people in similar situations.	3.53	3.85	3.8	4.0	3.79
Staff treat me with respect	3.68	3.69	4.0	4.0	3.84
JSAP staff actively listen to my needs and concerns	3.83	3.85	3.93	4.0	3.82
I am getting the help I need from the JSAP program	3.83	3.92	3.93	4.0	3.90
I found the topics discussed in the group (and worksheet) helpful to my recovery.	4.0	3.92	3.86	3.93	3.92

Comparative Analysis

The Program has met the target of an average 3.5 rating on the question “I would recommend this Program’s services to people in a similar situation.” The overall result for the year for that question was 3.79, averaged from all quarters. The Program consistently has positive results on patient satisfaction surveys.

Understanding the Survey Results

Strongly Agree = 4

Agree = 3
 Disagree = 2
 Strongly Disagree = 1

Action Plan

The Program achieved its annual goal. Staff will continue to collect and analyze satisfaction data from persons served to identify areas for process improvement.

Business Function

Goal: Spend budget line items for education/vocational supplies and office supplies.

Goal	Indicator Measure	Target	Who Applied to	Time of Measure	Data Source	Obtained By	Results
Spend budget line items for educational/vocational supplies and office supplies on a quarterly basis	Amount of spending per quarter on line items educational and vocational supplies and office supplies	25% of budget spent quarterly	The JSAP Program	July 1, 2024 to December 31, 2024	Review of annual budget; purchase orders, budget modifications	Program Coordinator	The goal was met.

2024 Data:

Time Periods of Measure	Budgeted Amount for Educational/Vocational Supplies	Amount Spent on Educational/Vocational Supplies	Result (% of budget spent)	Budgeted Amount for Office Supplies	Amount Spent on Office Supplies	Result (% of budget spent)
1st Quarter (July-September)	875.00	0.00	0%	531.75	0.00	0%
2nd Quarter (October-December)	875.00	445.30	13%	531.75	957.12	45%

3rd Quarter (January - March)	875.00	395.67	11%	531.75	748.00	35%
4th Quarter (April - June)	875.00	2679.07	77%	531.75	423.00	20%

Comparative Analysis

In 2022, budget spending for the JSAP program was not distributed throughout the year, leading to a significant expenditure at the end of the fiscal year, which was fiscally unsound.

In 2023, the JSAP program successfully achieved its goal by spending 25% of the budgeted amount each quarter for both educational/vocational supplies and office supplies, thereby distributing the budget effectively.

However, in 2024, the program failed to meet its spending goals for both categories. For Education and Vocational supplies, a substantial 77% of the budget was spent at the end of the fiscal year, indicating a lack of consistent spending throughout the year.

Regarding office supplies, while there was some improvement, the program still fell short of its goal. The quarterly spending percentages were 0% in the first quarter, 45% in the second quarter, 35% in the third quarter, and 20% in the last quarter, demonstrating an inconsistent distribution of funds. Office supply spending was inconsistent (0%, 45%, 35%, 20% quarterly), falling short of goals despite improvements.

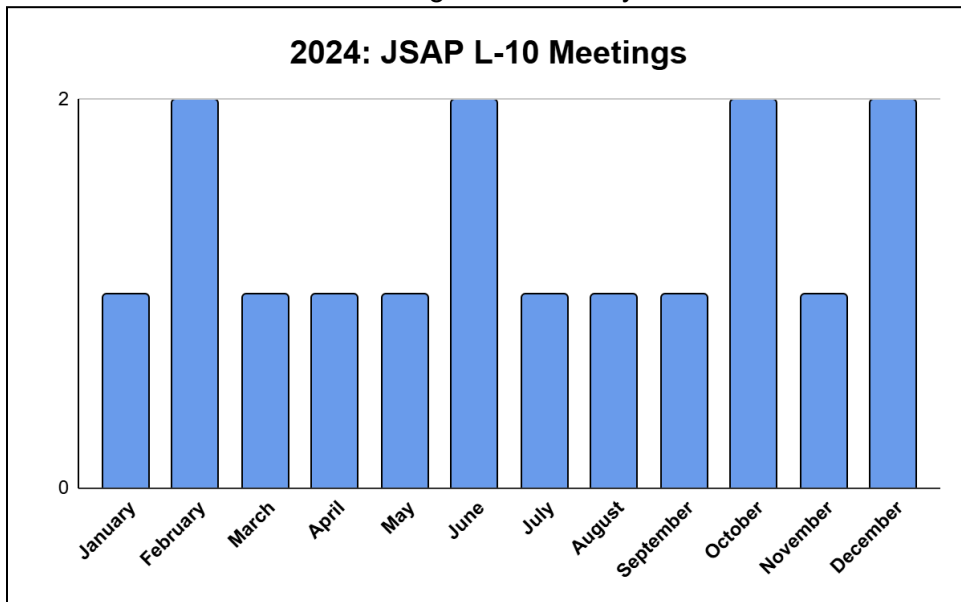
Action Plan

The Program has a google sheet of spending on office supplies, and both line items will be monitored in the third and fourth quarter to insure the budget is maintained. Program staff will identify educational/vocational supplies to purchase to continue to meet the goal in that budget line item.

The Program will continue to have this as a goal in the 2025 Program Measurement and Management plan. It makes good fiscal sense to distribute spending throughout the year, and to continue to track to ensure that we are spreading the spending out throughout the year.

Business Function

Goal: Establish L-10 staff meetings on a monthly basis.



Goal	Indicator Measure	Target	Who Applied to	Time of Measure	Data Source	Obtained By	Results
Establish L-10 staff meetings on a monthly basis	# of L-10 meetings per month	Minimum of 1 per month	JSAP staff	January 1, 2024 to December 31, 2024	Monthly meeting L-10 notes and documents	Program Coordinator	Goal Was Met

Comparative Analysis

The Division of Behavioral Health Services has adopted L-10 meetings in every Program in order to improve efficiency of meetings and accountability of staff to follow through on assigned tasks. The JSAP Program began implementation of L-10 Meetings in May of 2023. Since that date, the staff have had at least one L-10 meeting per month. The goal was met for 2023 and 2024, and will continue to be a goal in 2025.

Action Plan

The JSAP team will continue to schedule L-10 meetings on a minimum of once per month, and more often as needed to meet the needs of staff and the Program.

Business Function

Goal: Increase the number of admissions for individuals engaged in MAT services

Goal	Indicator Measure	Target	Who Applied to	Time of Measure	Data Source	Obtained By	Results
Increase number of admissions for individuals engaged in MAT services	# of patients enrolled in both JSAP and MAT	Minimum of 10 individuals a year	Incarcerated adults engaged in MAT and JSAP	1/1/2024 to 12/31/24	Admission process documents	Clinical Coordinator	The goal was met. 39 JSAP participants received MAT during the course of treatment

Comparative Analysis

The Program MAT data from 2023 indicate that 43 individuals were enrolled in the program. , whereas only 39 were enrolled in 2024 In 2024, the total number of male JSAP participants receiving Medication Assisted treatment was 16, and for females it was 23 participants.

Action Plan

JSAP will continue to gather additional information from the MAT program to analyze and determine how we can effectively partner with the program. The JSAP program is serving individuals that receive MAT in a cohesive manner. Staff at JSAP collaborate easily with the counselors and peer staff in the MAT program.

Business Function

Goal: Reduce the risk of Program Closure

Goal	Indicator Measure	Target	Who Applied to	Time of Measure	Data Source	Obtained By	Results
Reduce risk of Program closure	# of days JSAP program services are	Maximum of 6 days within the	Program participants and staff	June 1, 2024 to December 31, 2024	Emails or verbal statement given from	Program's clerical staff	Goal Not Met. There were seven days that services were

	canceled due to the lack of correctional officer	time of measure			Detention Center Administrators		canceled within the time frame
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Comparative Analysis

In 2024, the number of days the program was closed was seven, therefore the goal was not met - due to the target of 6 days. The data from the 2023 year is that the program was canceled two days within the timeframe.

Action Plan

The JSAP Program faces challenges in service delivery due to the unpredictable work shifts of correctional officers. These officers are frequently reassigned from the Program to handle transportation or other detention center duties, leading to a shortage of personnel and the cancellation of planned services. This directly impacts the amount of treatment provided to participants. Historically, the Program has experienced a high number of cancellations. This issue will continue to be monitored, as it significantly affects the Strategic Plan, performance measures, and management of the 2025 goals.

Business Function

Goal: Reduce the risk of stolen contraband

Goal	Indicator Measure	Target	Who Applied to	Time of Measure	Data Source	Obtained By	Results
Reduce risk of stolen contraband	#of identified contraband items stolen from Program Group rooms and offices	Zero incidents within the time period	Program staff	July 1, 2024 to December 31, 2024	Incident Reports	Program Coordinator and staff	The goal was met. Zero contraband items were stolen from group rooms and/or offices.

Comparative Analysis

The data for 2024 shows that zero contraband items were stolen from group rooms and/or offices. The data from 2023 also shows that there were zero contraband items stolen from group rooms and/or offices. The program will continue to track this for 2025 to ensure staff are vigilant. This report prompted this goal, as there are extreme safety risks if inmates retrieve contraband items.

Action Plan

The Program will continue to collect data on this goal because of its importance to the safety of staff and program participants.