

JSAP

Performance Improvement Report

2025



Washington County Health Department

Division of Behavioral Health Services

Jail Substance Abuse Program

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Hagerstown, MD 21742

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Performance Improvement Report Findings

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 2026 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, 2025 to December 31, 2025 or 2026 Fiscal Year July 1st 2025 -June 30th 2026.

A. JSAP Participants

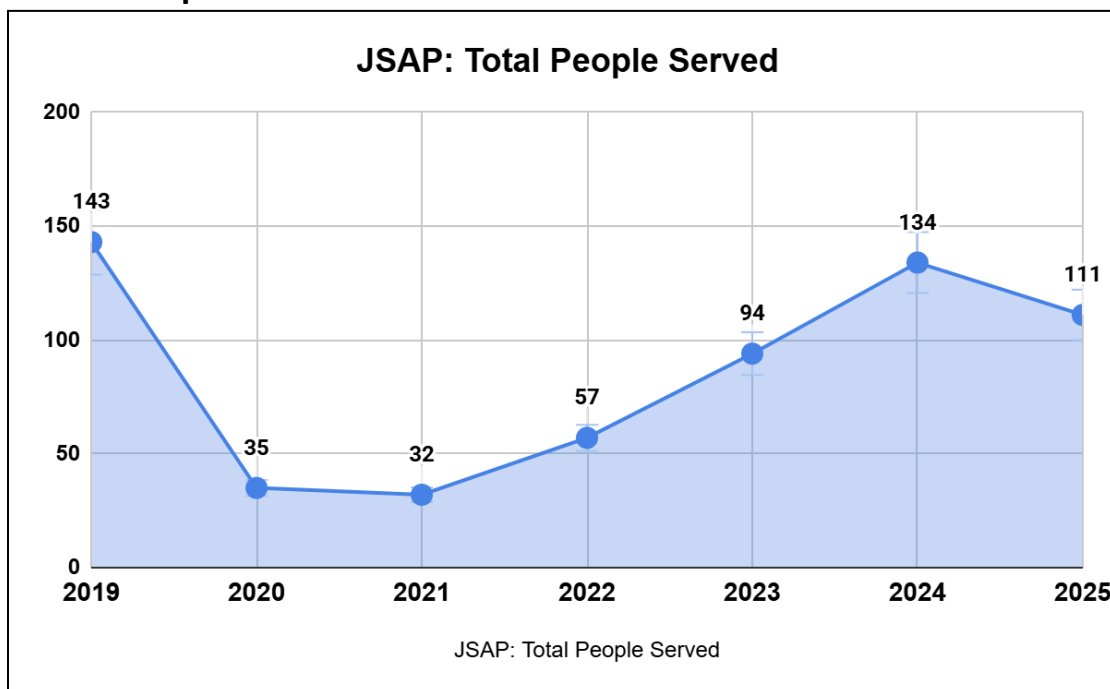


Image 1: JSAP Demographics from Pattrac

Comparative Analysis

In 2025, the JSAP program served 111 participants, a slight decrease from the 134 participants in 2024. Looking at historical data, 94 participants were treated in 2023 and 57 in 2022. Before the pandemic, in 2019, the program served 143 participants.

B. Identified Gender

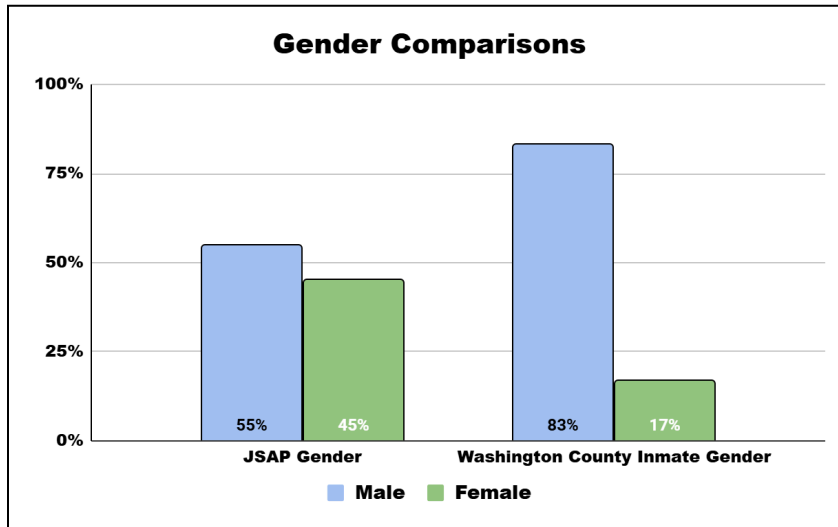


Image 2: JSAP Gender Demographics and [Washcosherriff.com](https://www.washcosherriff.com) 2025 Annual Report

Comparative Analysis

In both 2024 and 2025, male participants slightly outnumbered female participants, which aligns with the higher male population within the detention center.

The 2025 Annual Sheriff's Report data shows that the inmate population was 76% males and 24% 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 Participants
 - At the detention center, historical "enemy" designations—retained permanently across admissions for security—prevent incompatible individuals from sharing group housing or sessions, creating a barrier to female JSAP participation.
- Male Participants
 - Reluctance to relocate to a different pod for JSAP participation impacts admissions.
 - 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
 - Although numerous individuals participate in the initial orientation, a significant portion later opt out of the clinical assessment. While the exact drivers of these refusals remain unclear, contributing factors may include scheduling overlaps with recreational periods or adverse reactions to MAT medications provided before 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 the genders of participants in the program. 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

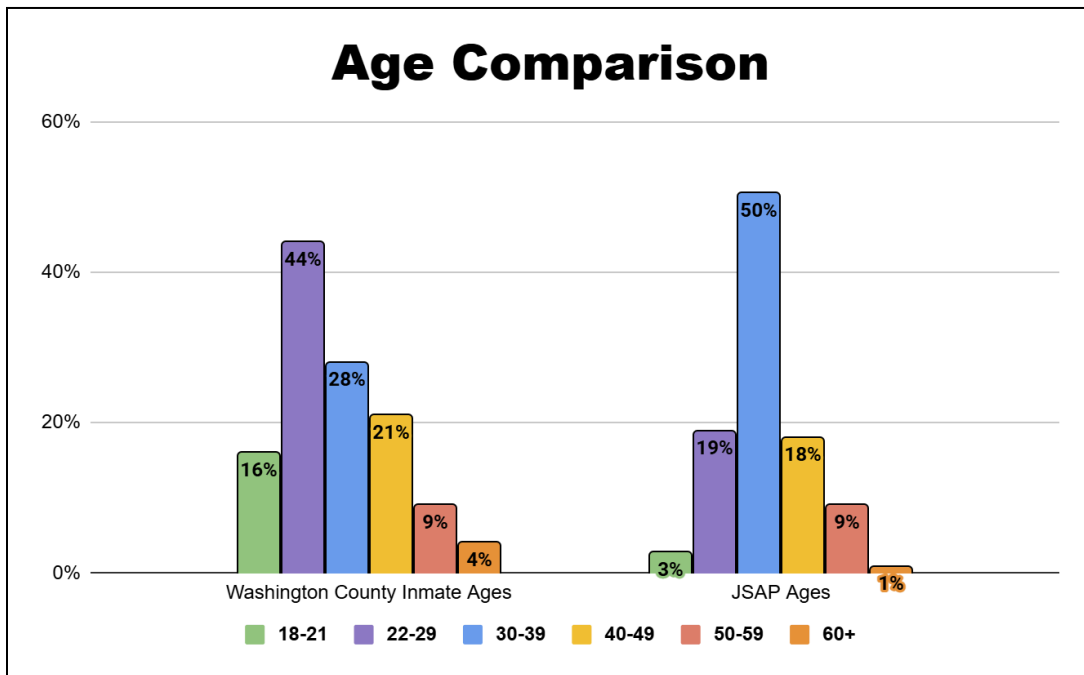


Image 3:JSAP Gender Demographics and Washcosherriff.com 2025 Annual Report

Comparative Analysis

In 2025, the majority of JSAP participants (50%) were aged 30-39, a big increase from 2024, when 38% were in the same age bracket. In contrast, 2023 saw the majority of participants (40%) aged 22-29. This indicates that the average age of participants has increased over the past few years.

The data suggests that persons served who are aged 18 to 21 showed a slight improvement in accessing treatment within the last year, with the percentage dropping from 6% to 3%, according to the data.

A 2026 review by the Federal Bureau of Prisons reveals the following age demographics for persons served 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:** 30%
- **50-59 years old:** 14%
- **Over 60 years old:** 7%

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 considers age a crucial factor when implementing treatment interventions and acknowledges its impact on the needs of those served.

In 2025, JSAP began tracking MAT data, finding 41% of JSAP participants were also in MAT. MAT participants tend to be younger and show near gender parity, differing from overall WCDC and JSAP demographics. JSAP aims to add targeted interventions for younger participants into its programming.

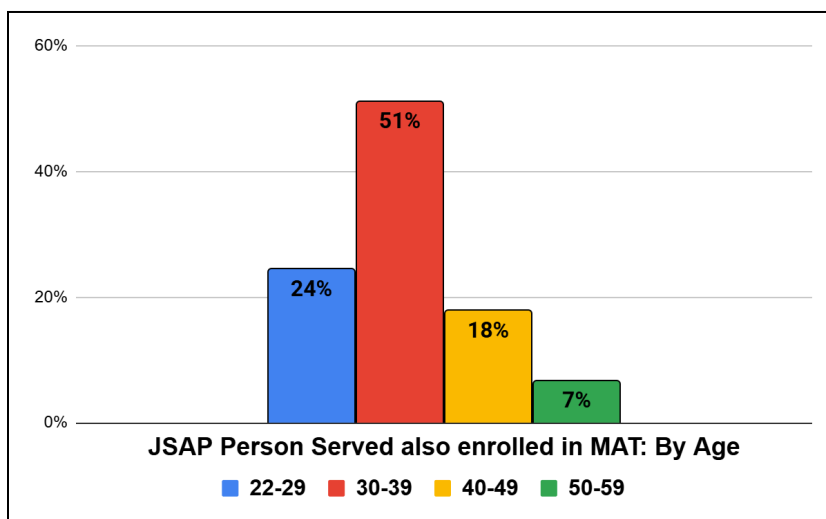


Image 4: JSAP Gender Demographics

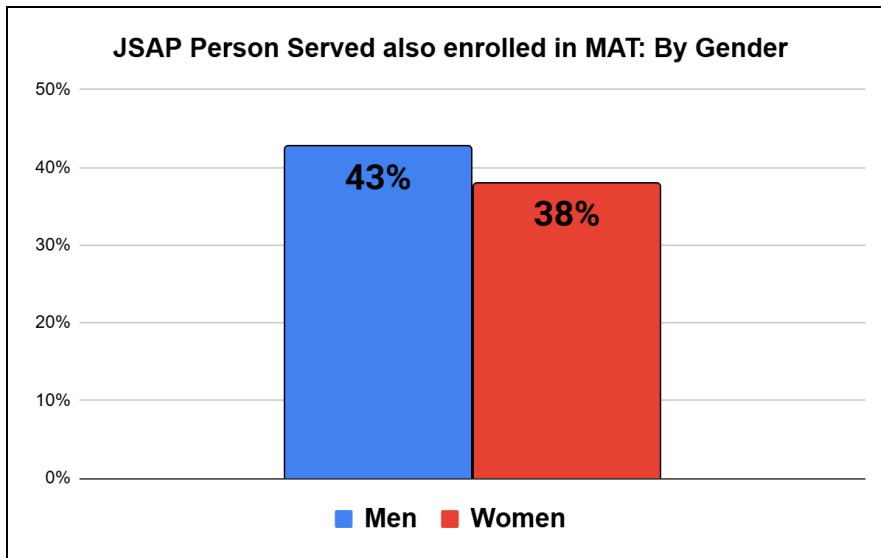


Image 5: JSAP Gender Demographics

D. Race and Ethnicity of Participants

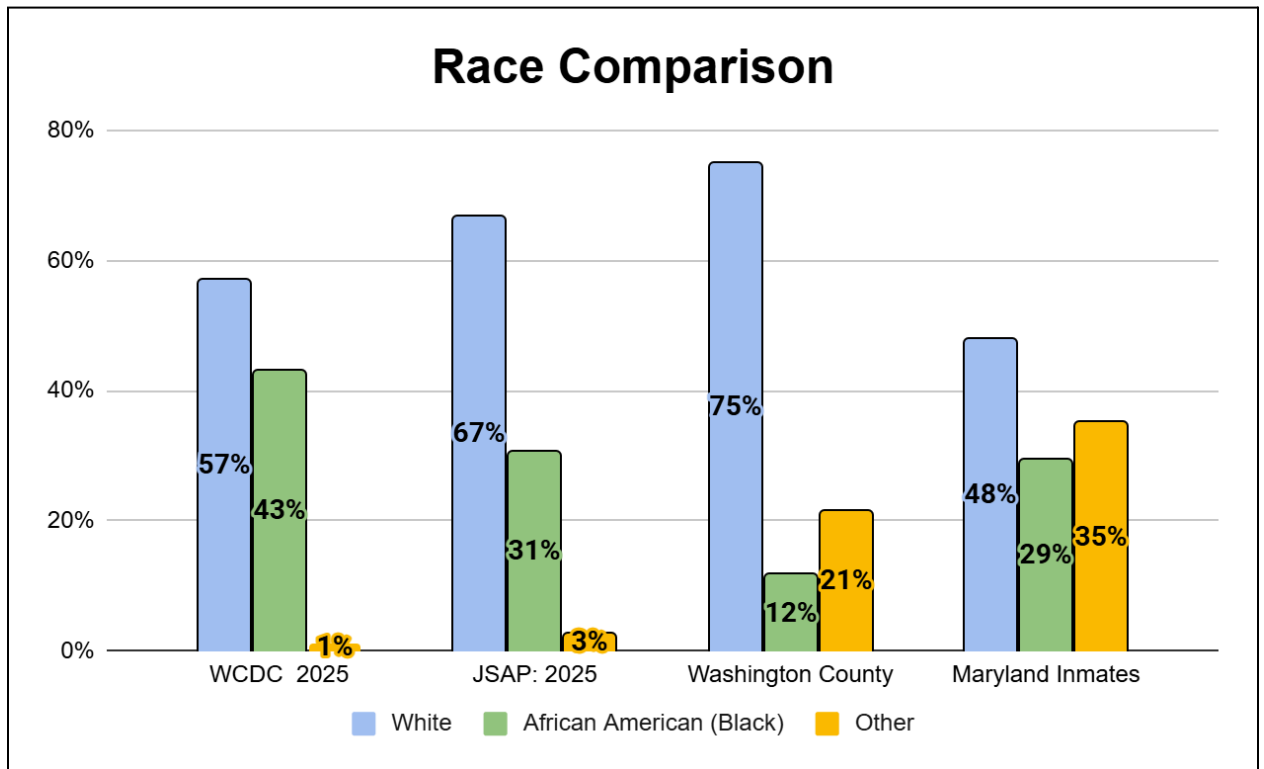


Image 6: JSAP Demographics, [Washcosheriff.com](https://www.washcosheriff.com) 2025 Annual Report, WCHD Annual Report and [DPSCS Maryland.gov](https://dpsscs.maryland.gov)

Comparative Analysis

From 2024 to 2025, the racial makeup of the JSAP group didn't change too much. In 2024, African Americans constituted the majority (52%). White individuals became the majority (73%). This indicates a notable shift in the racial composition of JSAP participants 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%.
- In 2025, this percentage increased again to 75%

- **African American Inmates:**

- In 2023, African American inmates represented 52% of the JSAP population.
- In 2024, this percentage decreased to 26%.
- In 2025, the percentage increased slightly to 31%.

A review of statewide jail data indicates that across the state, 29% of those incarcerated are African American and 48% identified as caucasian. The statewide jail numbers on race do align with the race statistics for the Washington County Detention Center, as well as 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 any 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 remains committed to addressing racial disparities and enhancing cultural competency. It will expand race-related data collection, comparing participant demographics against criminal charges and court-ordered versus voluntary enrollment.

To better serve its diverse population, JSAP incorporates minority speakers, addresses racial disparities within its curriculum, and ensures staff regularly complete training on cultural competence and social determinants of health.

E. Spiritual Beliefs

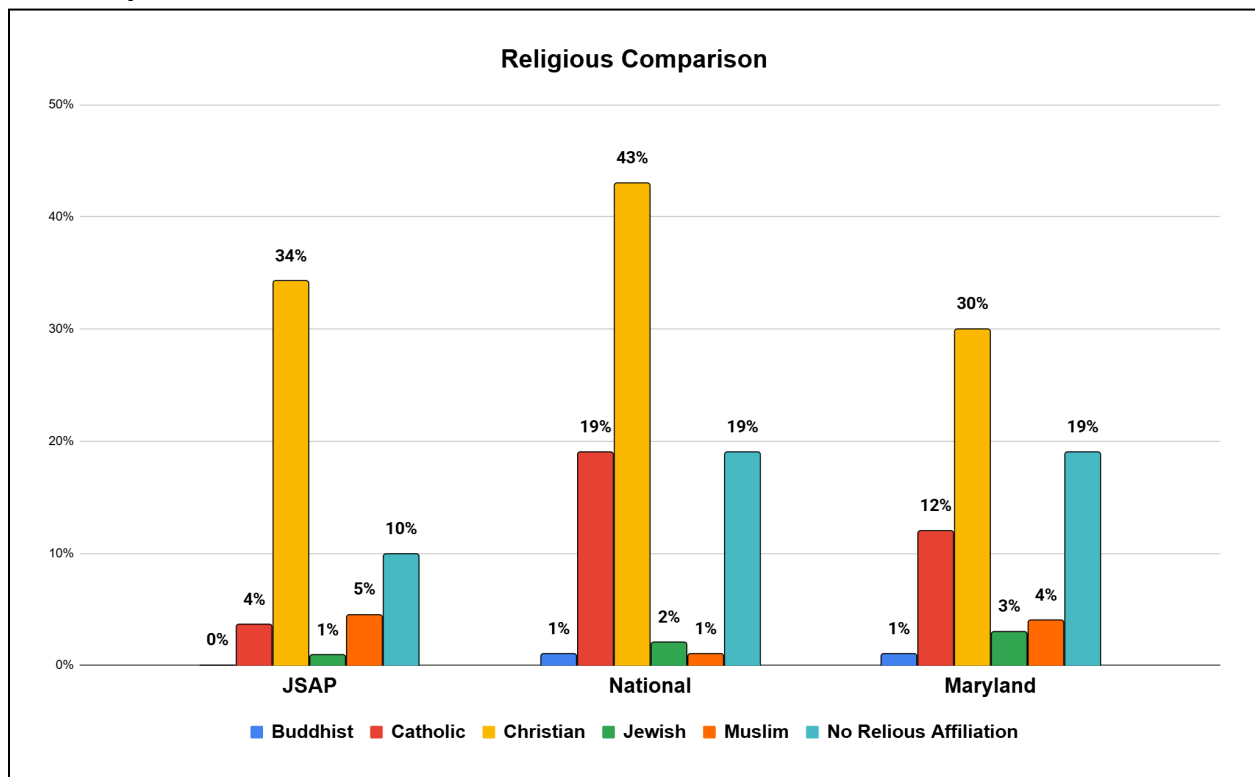


Image 7: JSAP Demographics and [PewResearch.org](https://www.pewresearch.org)

Analysis

Among JSAP participants, 38% identify as Christian or Catholic, which is lower than the 62% reported for the entire state of Maryland. However, 32% of JSAP participants believe in a higher power without adhering to a specific religion. This suggests that a substantial majority, 70%, 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.

F. Sexual Orientation

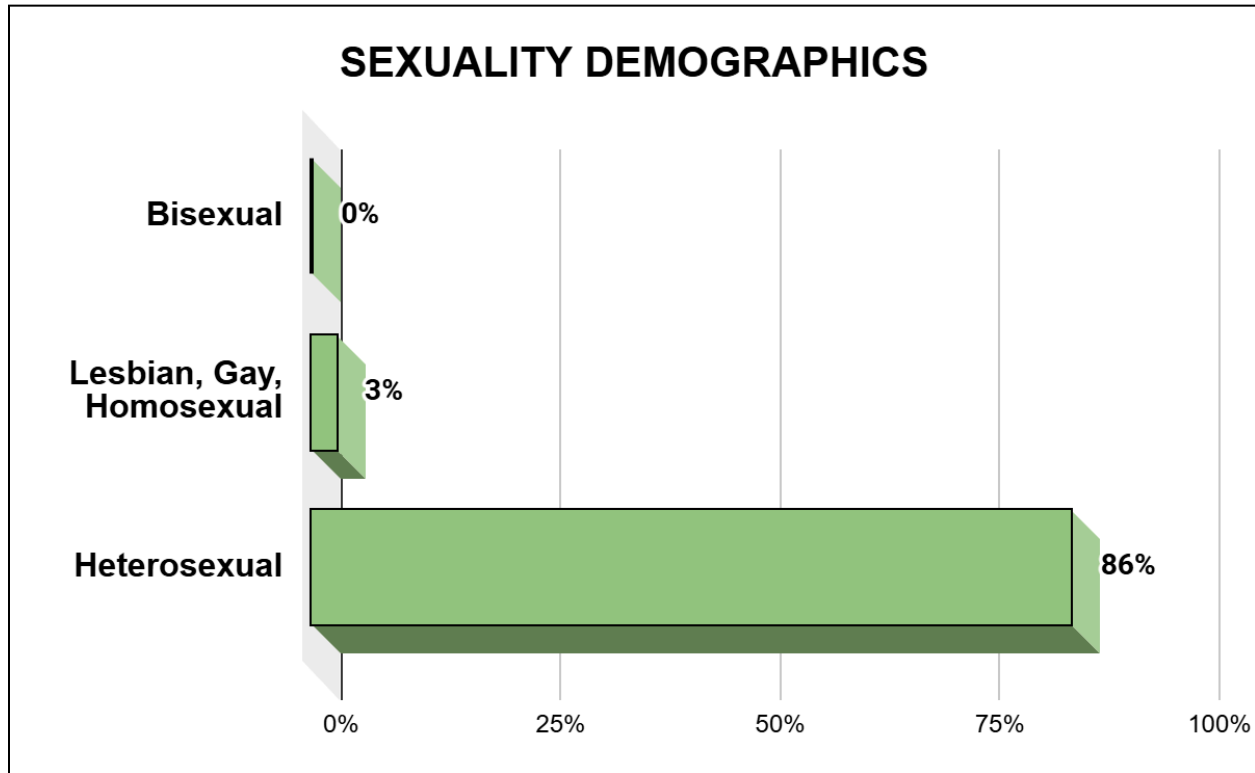


Image 8: JSAP Demographics

Analysis

2024 JSAP Participants identifying as LGBTQ comprised only 9% of the population served at the program and that number decreased in 2025 to only 3%.

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.

G. Marital Status

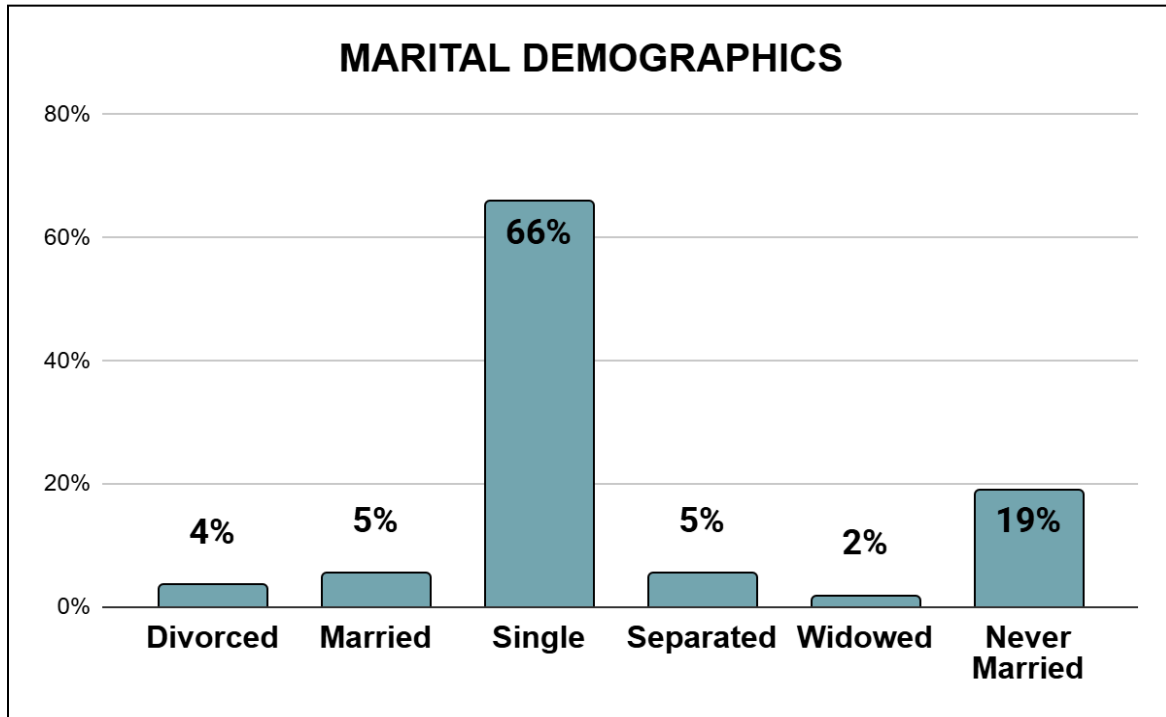


Image 9: JSAP Demographics

Data Analysis

The 2024 JSAP marriage demographics are consistent with the JSAP marriage rates in 2025.

- **Single**
 - 2024: 74%
 - 2025: 66%
- **Divorced**
 - 2024: 8%
 - 2025: 4%
- **Married**
 - 2024: 12%
- **Never Married**
 - 2024:
 - 2025: 19%
- **Separated**
 - 2024: 6%
 - 2025: 5%

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://censusreporter.org) indicates that 48% of Marylanders report that they are married.

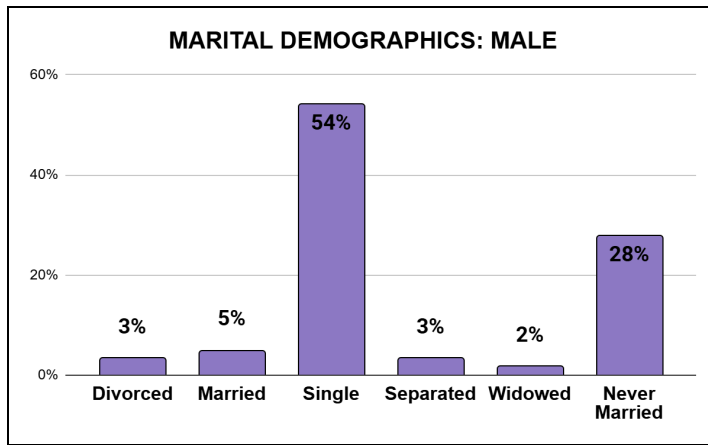


Image 10: JSAP Demographics

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.

H. Residency Status Prior to Incarceration

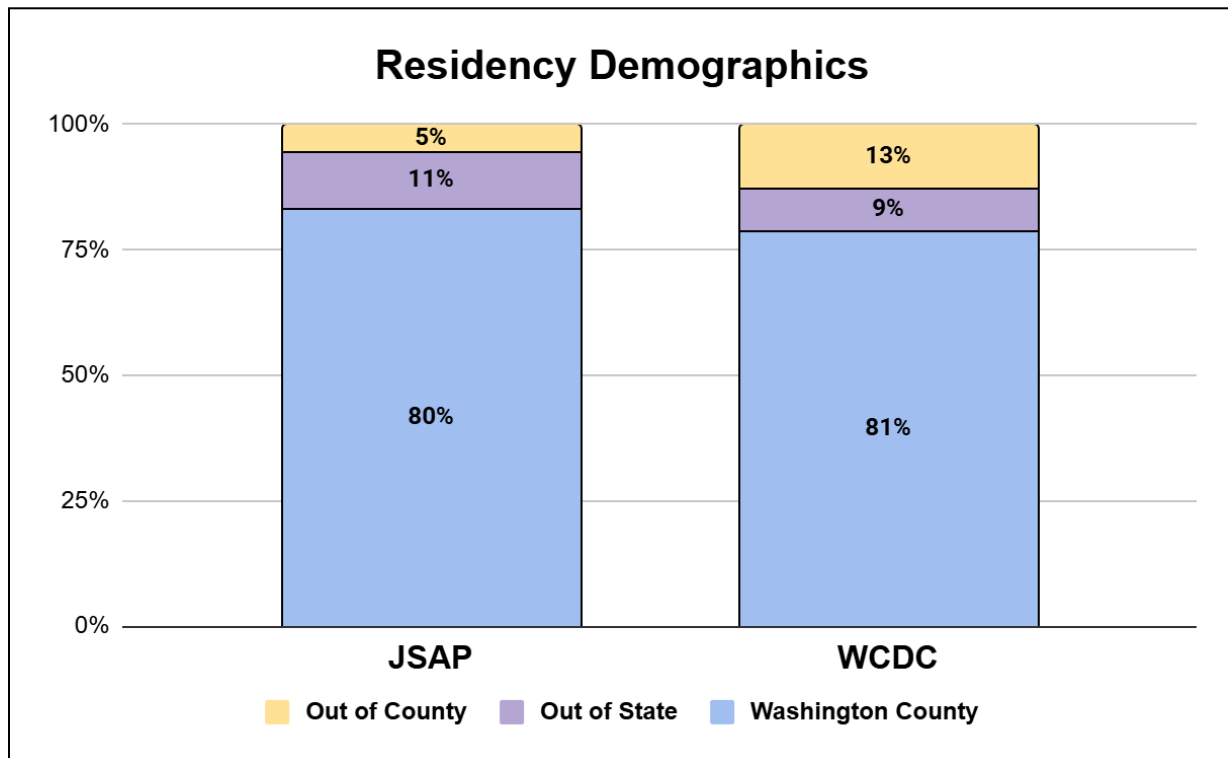


Image 11: JSAP Demographics and [Washcosheriff.com](https://www.washcosheriff.com) 2025 Annual Report

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 and now in 2025 there is a slight decrease to 80% are residents of Washington County. While this is a slight decrease from 2024, it remains slightly lower than the Washington County Detention Center (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.

I. Housing Status Prior to Incarceration

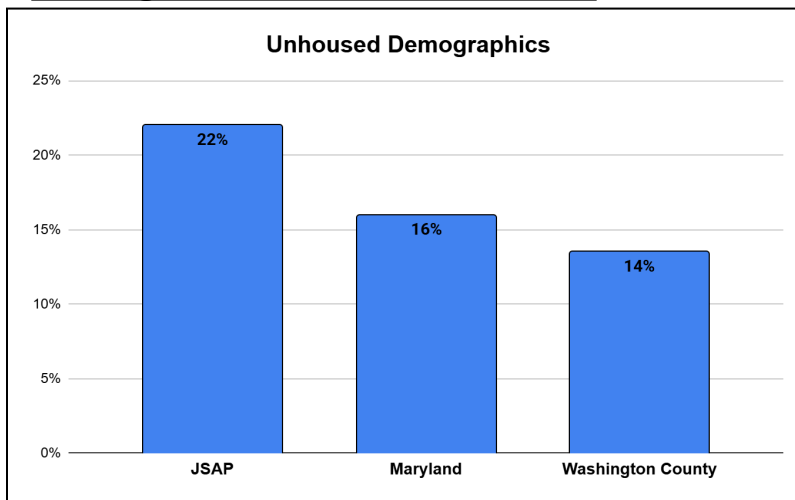


Image 12: JSAP Demographics, [Maryland Census](#) and USAfacts.org

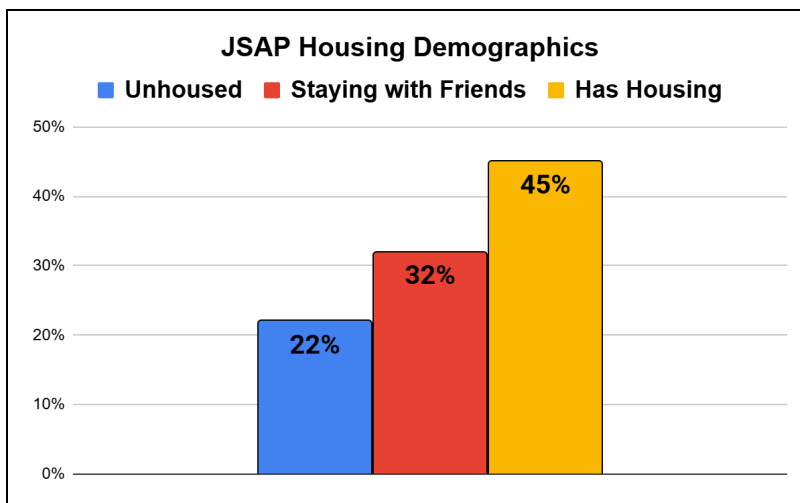


Image 13: JSAP Demographics

Data Analysis

In 2024, JSAP reported pre-incarceration rates of 36% for homelessness and 40% for individuals residing with family or friends—levels that significantly exceed both state (Maryland at 16%) and national (23%) benchmarks. Conversely, 2025 data showed reductions in both categories, highlighted by a 14% decline in unhoused participants. Incarceration and homelessness share a reciprocal risk relationship.

An NIH study found unhoused individuals had higher rates of pre-incarceration substance use and mental health diagnoses, with 1.9 times higher odds of reincarceration. Substance use disorders and felony conviction barriers to low-income housing further exacerbate instability. ([Homelessness Following Jail Exit Among Previously Housed Individuals, NIH](#))

Washington County faces a severe shortage of temporary housing, leading to tent encampments in Hagerstown and surrounding municipalities. Statewide, the National Alliance to End Homelessness reports that available resources meet only 85% of nightly emergency shelter needs, 1% of safe havens, and 24% of traditional housing demand.

Data from the Prison Policy Initiative highlights national disparities, finding 203 per 10,000 formerly incarcerated people are homeless, and 570 per 10,000 are housing insecure. ([Prison Policy Initiative, Nowhere to Go: Homelessness among formerly incarcerated people](#))

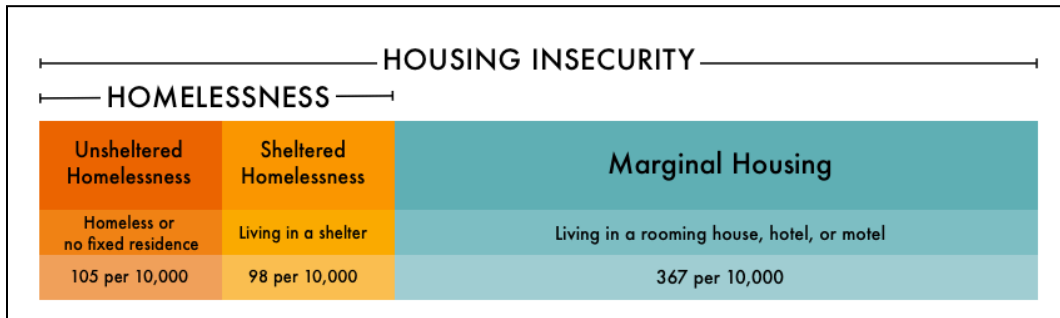


Image 14: Prison Policy Initiative (Data from 2018)

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.

J. Education Status

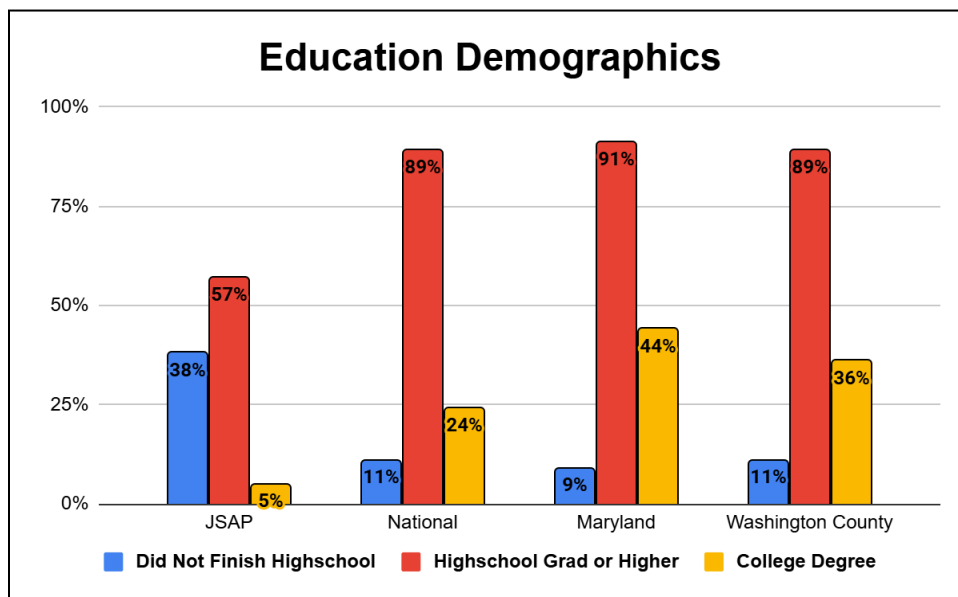


Image 15: JSAP Demographics and WCHD 2024 Annual Report

Data Analysis

Expanded data collection provides clearer insights into participant education. From 2024 to 2025, JSAP participants with less than a GED increased from 32% to 38%, though

this remains significantly above the 11% national average. Additionally, 62% hold a GED, high school diploma, or some college, compared to over 89% state and nationwide.

The sharpest gap is in higher education: only 3% of JSAP participants hold a bachelor's degree, compared to 24% nationally.

Overall, participants consistently lag behind national, state, and county educational averages. Higher educational attainment helps lower recidivism risks, while improving employment, financial stability, housing security, and resource access.

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 persons served. Educational plans are addressed at the time of the assessment, and at intervals thereafter.

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Performance Improvement Analysis

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.

2025: Effectiveness

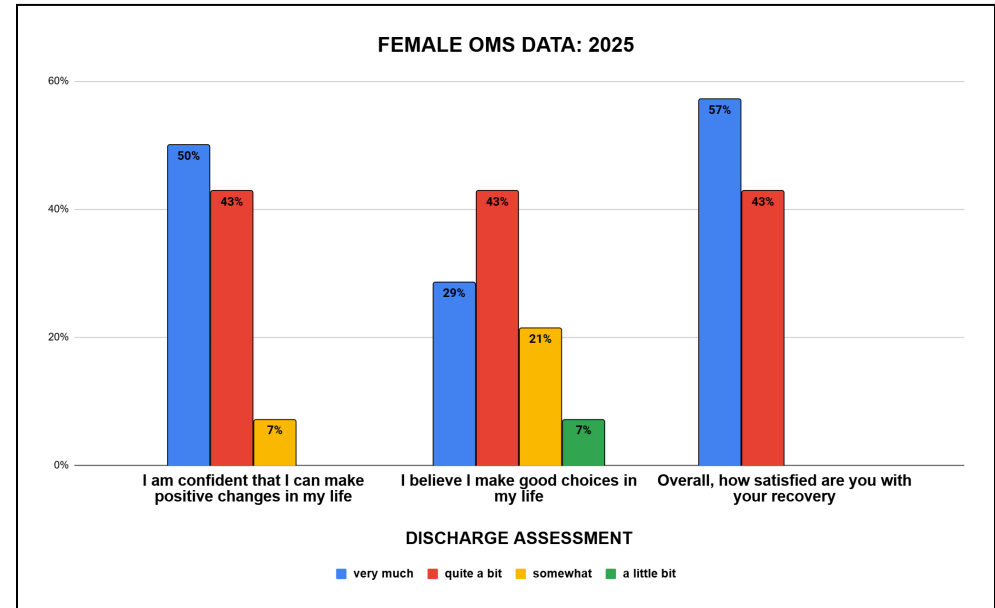
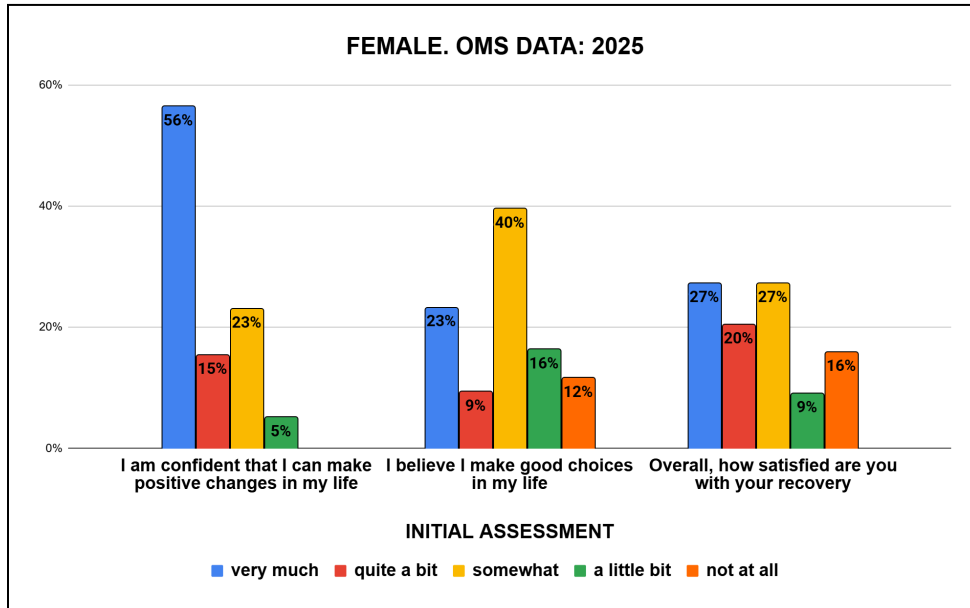
Goal: Increase overall functioning of every person served from admission to discharge

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 1/1/2025 and discharged by 12/31/2025.	Upon patient admission and at discharge	Adult OMS questionnaire (adapted) PatTrac Report	Program staff and CARF Coordinator	The goal was met.

JSAP 2025 Survey Results, Analysis and Data Review

The charts and information gathered below describe survey data collected from January 1, 2025 to December 31, 2025

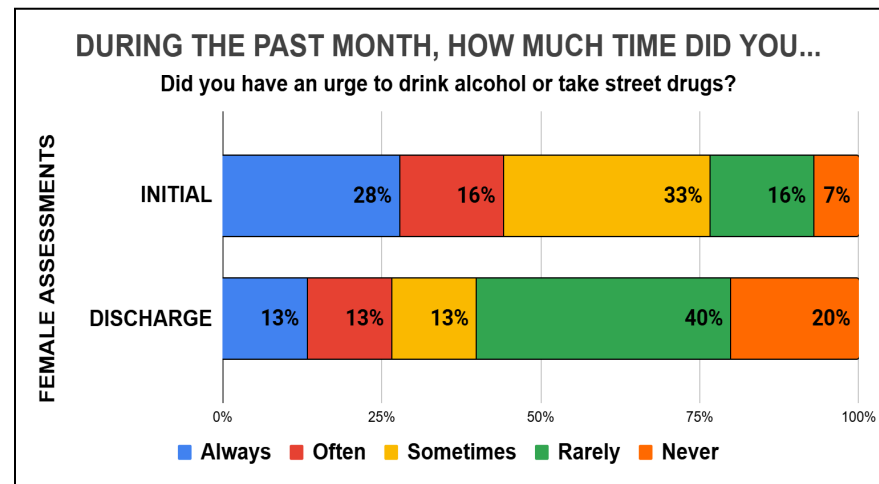
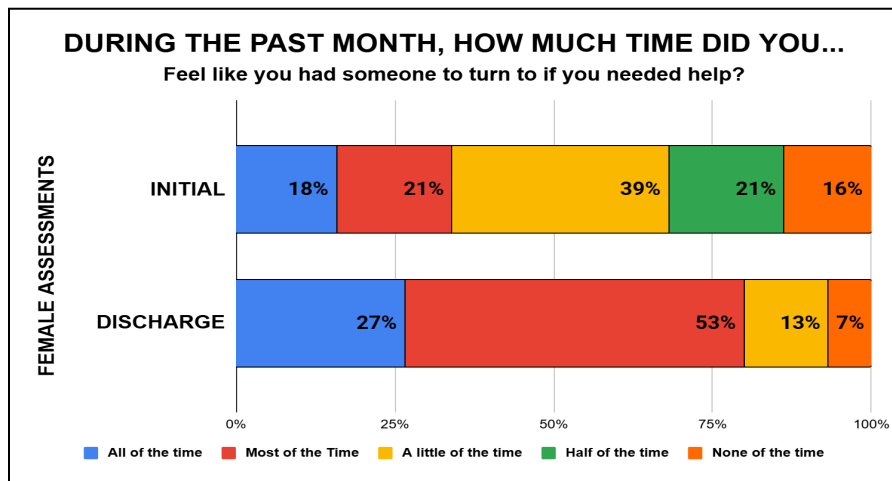
A. Overall Results for Women in Treatment



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”** or **“QUITE A BIT”** 22% more after finishing the program than they did before starting.
- Question #6 - Ability to manage symptoms “I believe I make good choices in my life”
 - Female participants answered **“VERY MUCH”** 6% more after finishing the program than they did before starting.
- Question # 14 - Feeling of hopefulness “Overall, how satisfied are you with your recovery”
 - Female participants answered **“VERY MUCH”** 30% more after finishing the program than they did before starting, and 23% more answered **“QUITE A BIT”** after completion.

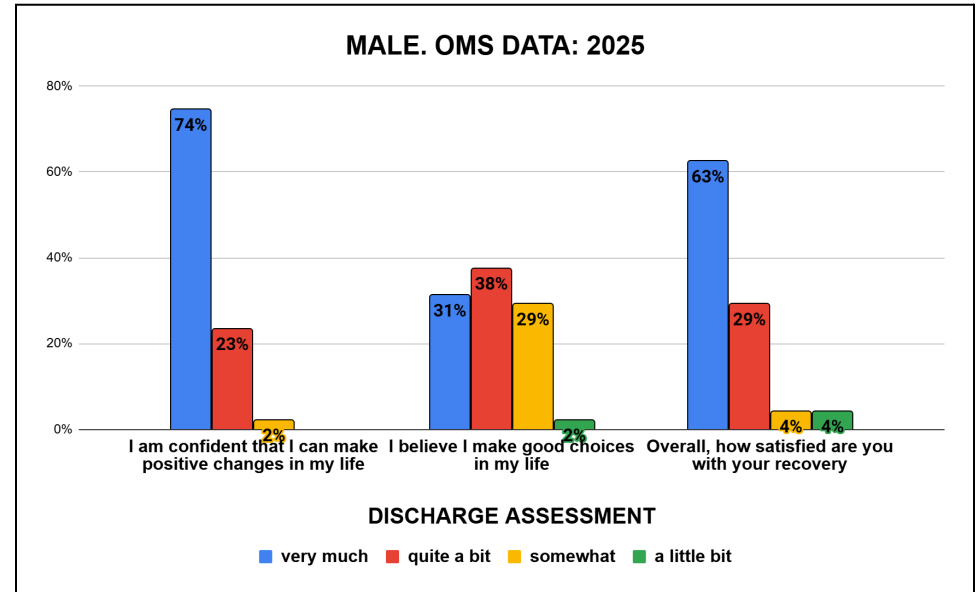
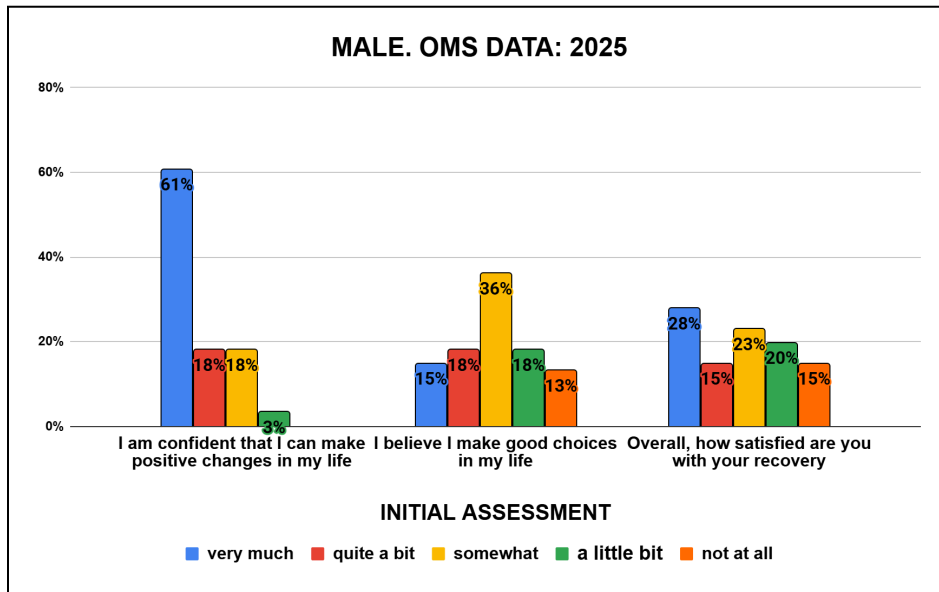


Analysis

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

- Question #35 - “Feel like you had someone to turn to if you needed help?”
 - Female participants answered “**MOST OF THE TIME**” or “**ALL THE TIME**” at 39% during the initial assessment, and then after finishing the program that percentage increased to 80%.
- Question #22 - “Did you have an urge to drink alcohol or take street drugs?”
 - Female participants answered “**SOMETIMES**” at 33%, “**RARELY**” at 16% and “**NEVER**” at 7%; during the initial assessment while after the program completion that percent changed drastically to “**SOMETIMES**” at 13%, “**RARELY**” at 40% and “**NEVER**” at 20%;

B. Overall Results for Men in Treatment

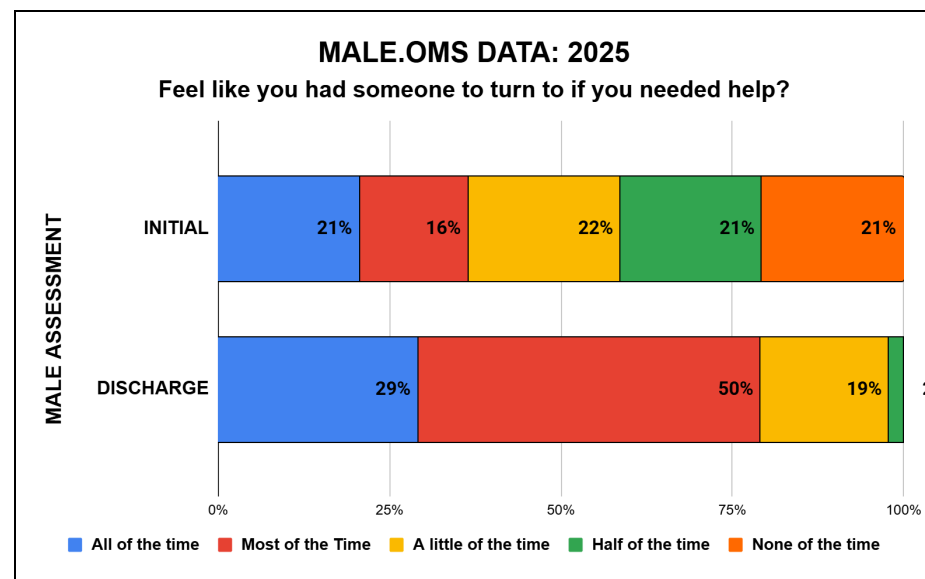
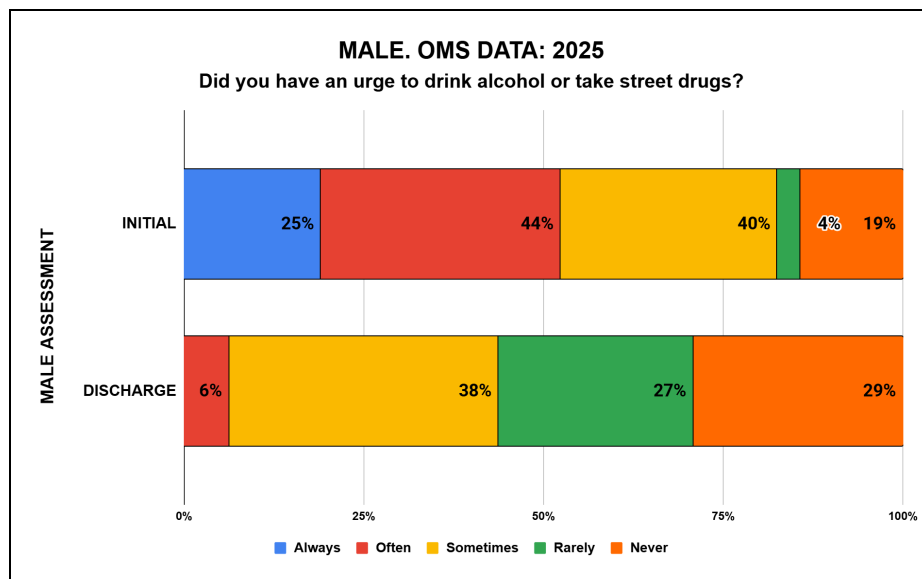


Analysis

Key Findings for Female Participants

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**” 13% 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**” 16% 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**” 35% more after finishing the program that they did before starting, and 14% 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 40%, “**RARELY**” at 4% and “**NEVER**” at 19%; during the initial assessment while after the program completion that percent changed to “**SOMETIMES**” at 38%, “**RARELY**” at 27% and “**NEVER**” at 29%;
- 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 37% during the initial assessment, and then after finishing the program that percentage increased to 79%.

To evaluate patient progress, questions from the Outcomes Measurement System (OMS) are administered at admission, tracked throughout treatment, and reassessed at discharge. JSAP analyzes these metrics to verify whether program involvement enhances overall participant functioning, with positive trends demonstrated across all data sets for both male and female cohorts.

The OMS serves as an essential tool to measure self-reported participant functioning, offering critical insights into substance cravings and the strength of personal support networks. Systematic comparison of initial assessment

scores against mid-treatment and discharge data ensures continuous program refinement and high-quality care delivery.

Key Findings for Male Participants

- Question #22 – "Did you have an urge to drink alcohol or take street drugs?"
 - At admission, male participants reported experiencing cravings "SOMETIMES" (40%), "RARELY" (4%), or "NEVER" (19%). By discharge, these responses improved significantly to "SOMETIMES" (38%), "RARELY" (27%), and "NEVER" (29%).
- Question #35 – "Feel like you had someone to turn to if you needed help?"
 - At initial intake, 37% of male participants selected "MOST OF THE TIME" or "ALL THE TIME". Following program completion, this indicator rose sharply to 79%.

Aggregated OMS outcomes reflect overall percentage improvements between admission and discharge. The program successfully surpassed its objective of achieving a minimum 5% positive gain across all survey items. The standard was met universally, with Question 3—"Overall, how satisfied are you with your recovery?"—showing the largest percentage gain, continuing a trend observed in 2023, 2024 and 2025. These findings highlight the efficacy of JSAP services in supporting individual recovery journeys.

Action Plan JSAP clinicians regularly apply Motivational Interviewing during clinical intakes and ongoing therapy to cultivate hope and drive internal readiness for change. The strategy centers on maintaining OMS metrics as a baseline for measurement-informed care. Furthermore, participants collaborate directly with counselors at admission to formulate individualized, person-centered recovery plans, fostering engagement and optimism throughout treatment.

2025 Efficiency Metrics

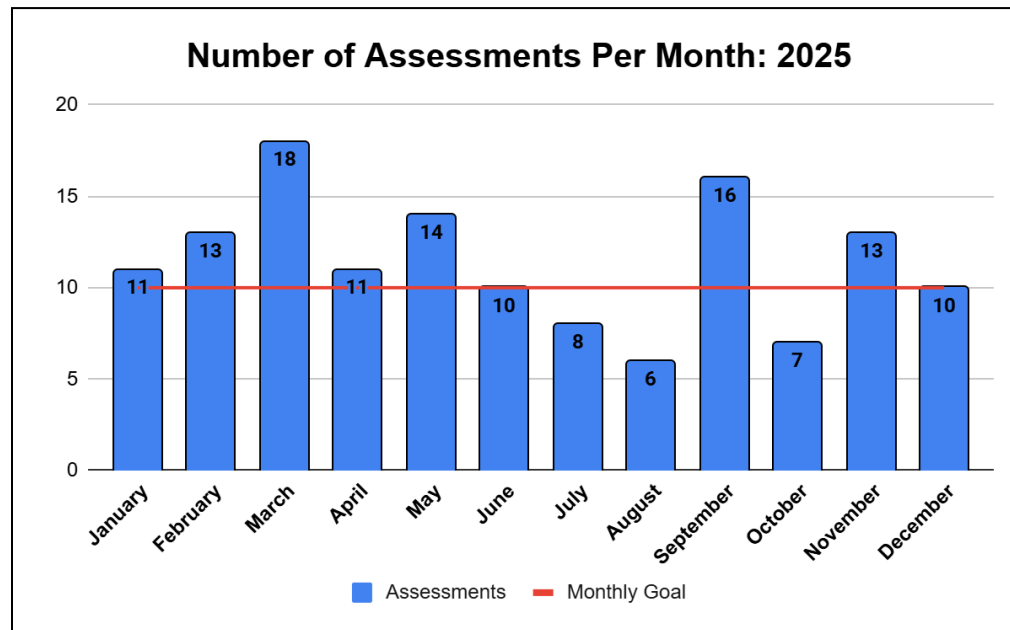
Goal: Maintain consistent monthly clinical intake volume

Sustain monthly diagnostic assessment volume across the program	Total assessments completed by clinical staff	Minimum target of 4 assessments monthly	Incarcerated adults requesting JSAP services	Assessments conducted 1/1/24 to 12/31/24	PatTrac Diagnostic Evaluation Report; Visit Note Log	JSAP Program Coordinator	Goal Met
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Efficiency 2025

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 five assessments per month was met in 2025, 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, the persons served who are predicting an upcoming release from incarceration decline admission to the JSAP program which impacts assessment numbers.

Action Plan

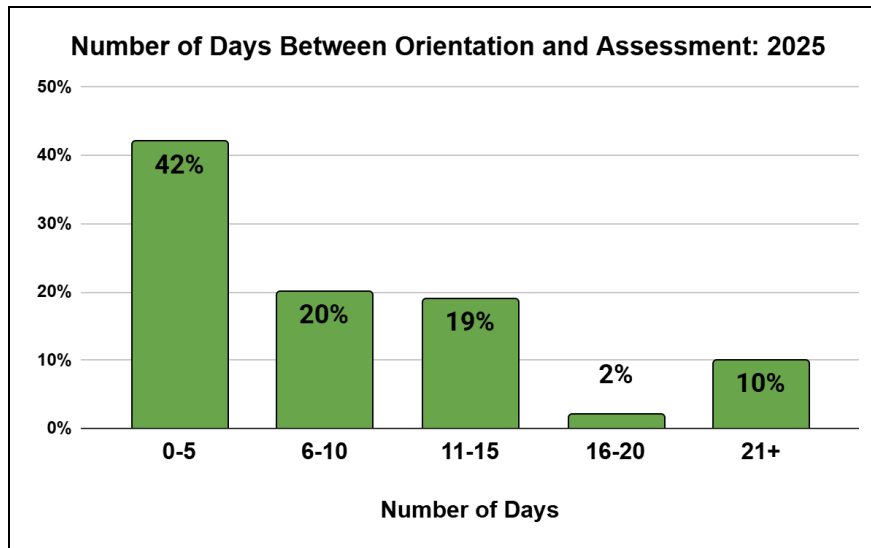
JSAP counselors will aim for a minimum of 10 assessments per month. This will continue to be a goal on the 2026 PMM plan.

2025 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

Category	# of Individuals	Percentage
# of Individuals attended Orientation	114	
# of Individuals attended Orientation and were assessed	107	94%
# of Individuals assessed within 0-5 day of the Orientation	48	42%
# of Individuals assessed within 6-10 days of the Orientation	23	20%
# of Individuals assessed within 11-15 days of the Orientation	22	19%
# of Individuals assessed within 16 to 20 days of the Orientation	2	2%
# of Individuals attended Orientation and were assessed within 21 days or less	95	83%



Analysis

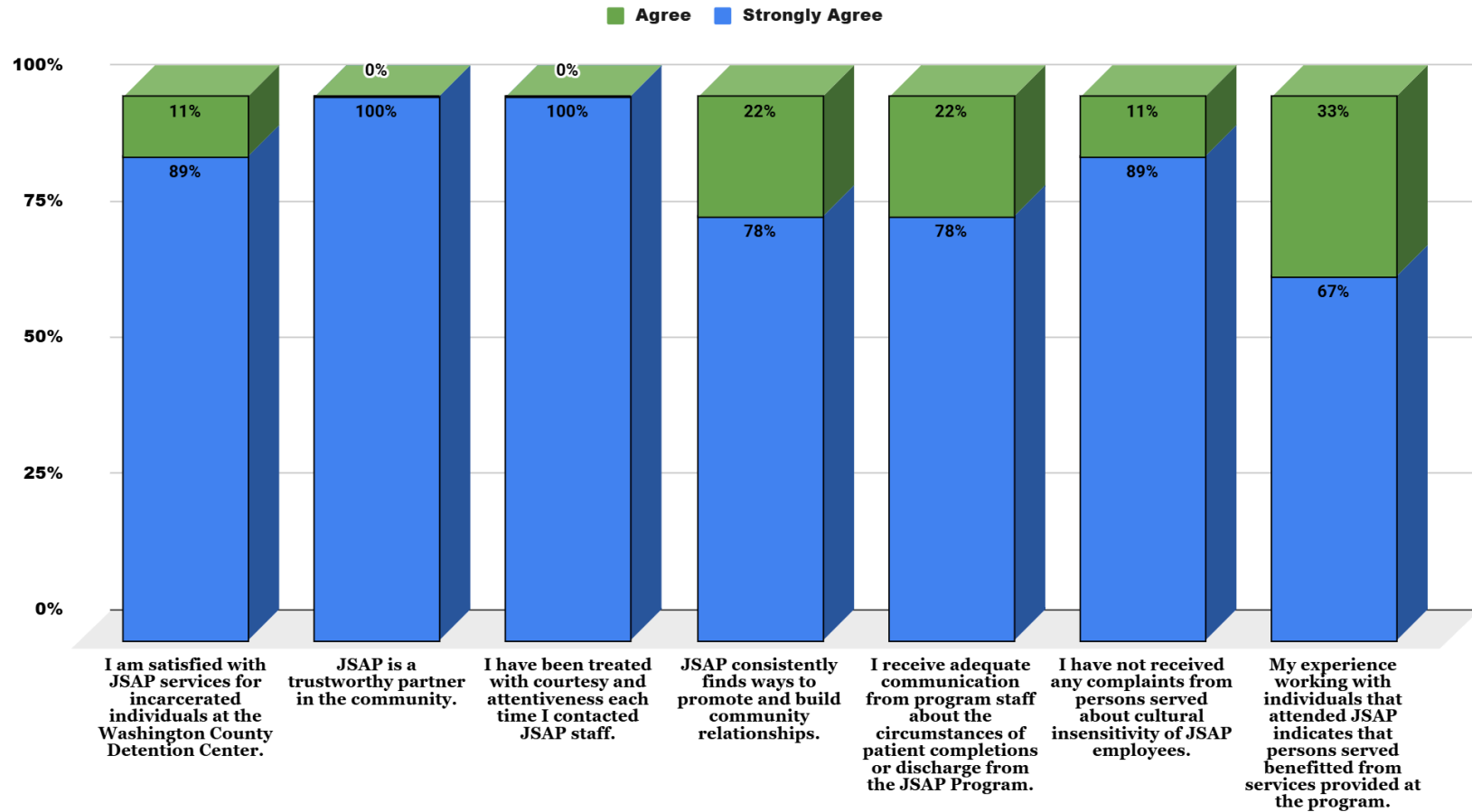
JSAP staff completed 42% of program assessments within 0-5 days of orientation. As well as 83% of assessments within 21 days or less of orientation, with 2% taking between 16 and 20 days. These statistics highlight the program staff's commitment to prompt assessments, ensuring individuals can quickly access services.

2025 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, 2026 stakeholder survey and September 15, 2026 Stakeholder survey	Utilize google form for survey and interpret data from excel	CARF Coordinator	The Goal was met. 100% of respondents strongly agreed to this question.

2025: JSAP PARTNERSHIP SURVEY



Analysis

The Program had 100% of community partners indicate they “Agree” or “Strongly Agree” with 89% Stakeholders who indicate “Strongly agree” responses to the stakeholder survey question, “I am satisfied with JSAP services for incarcerated individuals at WCDC”.

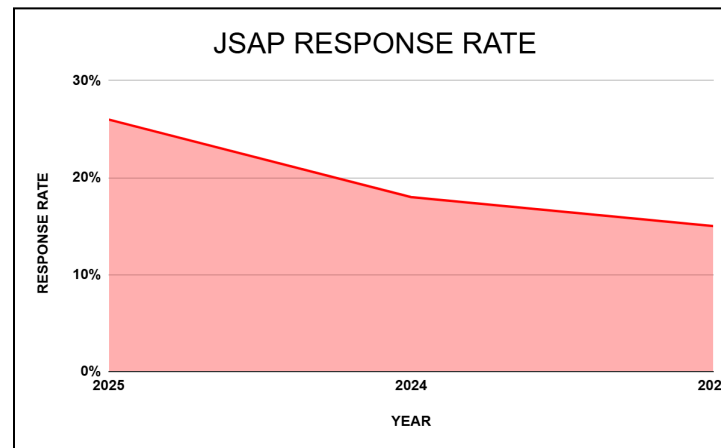
Action Plan

The Program does not have action steps for this goal as it was completely met in both 2023, 2024 and 2025 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. The 2025 results to the communication question remain high at 78% who strongly agree.

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	CARF Coordinator	The goal was not met. The Program had an increase of 8% from 2024

<u>YEAR</u>	<u>RESPONSE RATE</u>
2025	26%
2024	18%
2023	15%



Analysis

The goal was not met as the Program increased 8% in the 2025 JSAP Partnership 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 2026 survey, that will be sent out October 2026. The Program will utilize online surveys to email to stakeholders, as well as QR codes in the Detention center. 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.

2025 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 & CARF Coordinator	Target was met.

Result

Survey Item	Average Response				Average Score
	March	June	September	December	
Number of survey forms completed	6	12	8	14	40 total surveys
I would recommend this Program's services to people in similar situations.	4.0	3.86	4.0	4.0	3.96
Staff treat me with respect	4.0	3.80	4.0	4.0	3.95
JSAP staff actively listen to my needs and concerns	4.0	3.85	4.0	4.0	3.96

I am getting the help I need from the JSAP program	4.0	3.92	3.86	4.0	3.94
I found the topics discussed in the group (and worksheet) helpful to my recovery.	4.0	3.8	3.93	4.0	3.93

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 3.96, 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.

2025 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, 2025 to December 31, 2025	Review of annual budget; purchase orders, budget modifications	Program Coordinator	The goal was met.

2025 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)	1025.00	0.00	0%	875.00	759.16	86%
2nd Quarter (October-December)	1025.00	1263.79	20% over budget	875.00	965.95	10% over budget
3rd Quarter (January - March)	1025.00	2819.79	175% over budget	875.00	536.76	61%
4th Quarter (April - June)	1025.00	0	0%	875.00	1054.90	20% over budget

Comparative Analysis

In 2023, JSAP successfully managed its budget by spending about 25% quarterly on educational/vocational and office supplies. In 2024, however, spending deviated from this pattern. Educational and vocational supply expenditures shifted heavily to the final quarter (77%), while office supply spending was unevenly distributed across quarters (0%, 45%, 35%, and 20%), missing the 25% quarterly target for both categories. Office supply spending remained inconsistent across quarters (0%, 45%, 35%, and 20%), falling short of goals despite minor improvements.

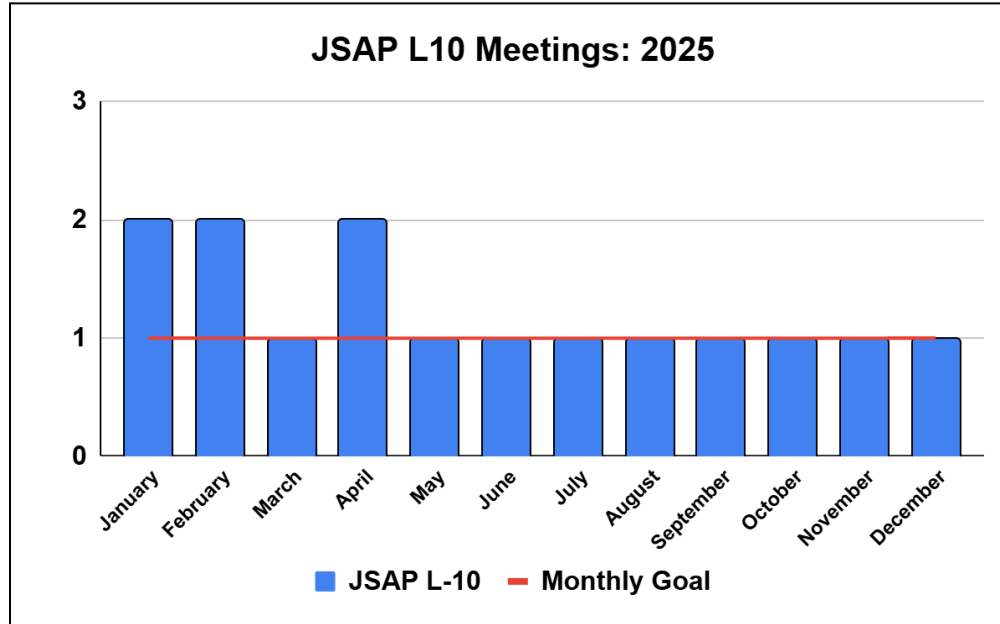
Action Plan

For the 2026 fiscal year, program staff will select educational and vocational supplies to procure, maintaining progress toward the objective established for that specific budget line item. Furthermore, the Program will maintain ongoing oversight of budget allocations and expenditure targets outlined in the 2026 Program Measurement and Management plan. This continuous evaluation will help identify alternative objectives better aligned with the program's evolving requirements and

grant parameters. From a fiscal management standpoint, pacing expenditures evenly across all quarters is prudent; ongoing tracking will ensure that spending remains appropriately distributed throughout the entire fiscal 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, 2025 to December 31, 2025	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, 2024, and 2025. The goal will continue to be a priority as one L-10 per month in 2026.

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	1/1/2025 to 12/31/25	Admission process documents	Clinical Coordinator	The goal was met. 40 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. The number did increase for 2025 with 18 for Men and 22 for women.

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
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Reduce risk of Program closure	# of days JSAP program services are canceled due to the lack of correctional officer	Maximum of 6 days within the time of measure	Program participants and staff	January 1, 2025 to December 31, 2025	Emails or verbal statement given from Detention Center Administrators	Program's clerical staff	Goal Not Met. There were ten days that services were canceled within the time frame
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Comparative Analysis

In 2025 the days that services were cancelled was a total of ten, which is up from both 2024 and 2023. In 2024, the number of days the program was closed was seven and 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 2026 goals. The plan going forward will be to ensure that the dates that the detention is closed, will be rescheduled. We will start tracking how many of those closures have been rescheduled, and homework given to those whose sessions cannot get rescheduled.

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, 2025 to December 31, 2025	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 2025 shows that zero contraband items were stolen from group rooms and/or offices. The data from 2024 and 2025 also shows that there were zero contraband items stolen from group rooms and/or offices. The program will continue to track this for 2026

to ensure staff are vigilant. This report prompted this goal, as there are extreme safety risks if any person served to 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.