

# Improving Outcomes for Acutely High Risk Youth Lessons & Levers for Success



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# GIC Investments

Between 2014 and 2017, Get IN Chicago reached more than 14,000 youth and families across our seven focus communities through 60+ CBOs.

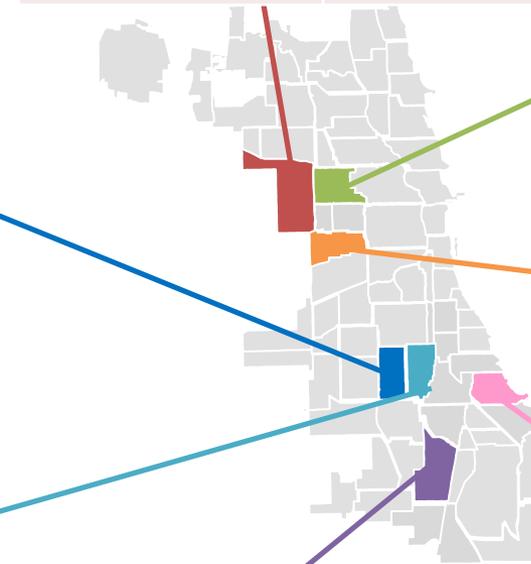
Austin	
3,289 youth and parents	
Alternatives, Inc. Banner Learning Corp Black Ensemble Theater BUILD COFI Healthcare Alternative Systems Healing Hurt People-Chicago	Otis Wilson Charitable Assoc. Peace Corner Youth Center Primo Center Smart Chicago Westcare Illinois Westside Health Authority Youth Guidance Youth Outreach Services

Humboldt Park	
1,416 youth and parents	
Alternative Schools Network BBF Family Services BUILD C4 Family Focus Healthcare Alternative Systems Healing Hurt People-Chicago	Prologue Smart Chicago UCAN Westcare Illinois YMCA of Metro Chicago Youth Guidance Youth Outreach Services

West Englewood	
1,678 youth and parents	
Black Ensemble Theater Chicago Urban League Children's Home + Aid C4 Gads Hill Center Greater Englewood CDC Healing Hurt People-Chicago Metropolitan Family Services	One Hope United Prologue Smart Chicago Teamwork Englewood Westcare Illinois Youth Advocate Programs Youth Guidance Youth Outreach Services

North Lawndale	
2,130 youth and parents	
A Safe Haven Foundation Alternative Schools Network BBF Family Services Chicago School of Prof. Psych. Chicago Youth Centers City Year Family Focus Healing Hurt People-Chicago Lawndale Christian Legal Center	Primo Center Sinai Health Systems Smart Chicago Sweetwater Foundation UCAN Westcare Illinois Youth Guidance Youth Outreach Services

Englewood	
3,055 youth and parents	
Alternative Schools Network Alternatives, Inc. Black Ensemble Theater Chicago School of Prof. Psych. Chicago Urban League Children's Home + Aid City Year C4 Family Focus Greater Englewood CDC	Healing Hurt People-Chicago Metropolitan Family Services One Hope United Smart Chicago Sweetwater Foundation Teamwork Englewood Westcare Illinois Youth Advocate Programs Youth Guidance Youth Outreach Services



Roseland	
1,613 youth and parents	
Alternatives, Inc. Chicago Urban League Children's Home + Aid Healthcare Alternative Systems Healing Hurt People-Chicago Metropolitan Family Services One Hope United	Smart Chicago Sweetwater Foundation Westcare Illinois Youth Advocate Programs Youth Guidance Youth Outreach Services

South Shore	
1,679 youth and parents	
A Safe Haven Foundation Alternatives, Inc. Black Ensemble Theater Chicago School of Prof. Psych. Chicago Youth Centers First Tee of Greater Chicago	Healing Hurt People-Chicago KLEO Center Metrosquash Prologue Westcare Illinois Youth Outreach Services

# GIC Five Levers for Success

GIC's key learnings continue to form our approach to grant-making, evaluation and impact moving forward

<b>1. Place-Based Support</b>		The location of service delivery is tied to economic activity and community stability. Research shows that violence spikes in the summer and most shootings take place relatively close to home versus school. <b>Communities must be at the center of service delivery with year-long continuity of care.</b>
<b>2. Overall Organizational Capacity</b>		<b>Organizations serving our youth are long overdue for upgrades to their operations and infrastructure support is limited.</b> Capacity Building efforts range from staff training in evidence based programs and data use and collection to performance metrics, program monitoring and stakeholder engagement with organizations best equipped to implement evidence based practices with fidelity.
<b>3. Measurement: Data-Driven Activities and Records</b>		<b>Organizations must set outcomes that include a way to measure them.</b> In many instances grantees suggest that their programs impact grades and attendance yet few organizations collect and report data or have fully integrated data systems that can validate their performance. Trainings in data use –report card collection, surveys – will go a long way toward ensuring that grants are meeting their goals.
<b>4. Improved Implementation: Programs, Fidelity, and Dosage</b>		<b>Validated treatments require a minimum dosage to achieve their intended effect.</b> Cutting the dosage in amount of time or frequency of visit eliminates any potential for success. Require grantees to submit a service delivery schedule and verify. 5 days/week for 24 minutes each time or 1x/week for an hour does not yield the same effect of twice per week for an hour each time.
<b>5. Acutely High-Risk Youth</b>		<b>Services must be delivered to acutely high risk youth who are most likely to be involved in violence.</b> There are a range of risk factors i.e.. teen parenthood, homelessness – and for each of them there are organizations working to address it. GIC analysis helps agencies take the guess work out of recruitment.

# 2. Deferred Capacity

Capacity support significantly improved outcomes from program year end 2014 to 2015 with more total goals achieved while fewer goals were posted

## Problem

Get IN Chicago's 2014 capacity study with Chapin Hall at the University of Chicago found organizational performance gaps in three areas: structures, processes and human capital.

Structures	Intake Procedures
	Data Collection Systems
	Evidence-Based Programs
Processes	Target Population Screening
	Program Monitoring
	Ongoing Staff Training
Human Capital	Support for Innovation
	Qualified Staff Members
	Learning Culture



## Solution

Using the Chapin study as a starting point, GIC created a comprehensive program to address capacity needs and increase impact at 11 orgs involving nearly 100 staff.

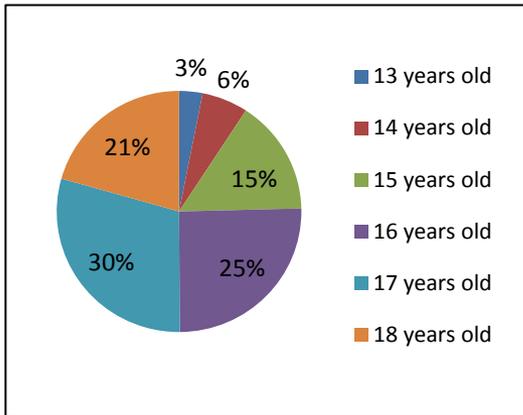
Course	Credits	Pass
Developing Your Leadership Presence and Fostering Innovation	3	P
Communications and Public Relations	1	P
Demystifying Federal Funding	1	P
Financial Management	3	P
Nail It Before You Scale It	2	P
Psychological First Aid Training: An Introduction to ACES (Adverse Childhood Experiences)	1	P
Fund Development Training	1	P
SPARCS Program: Certification and Training	4	P
Ramp Up to GIC 2.0 and SYNC	1	P
Quantum Opportunities Program: Mentor Training	4	P
Fidelity to Model	1	P
Data Use	1	P
<b>TOTAL</b>	<b>23</b>	<b>Complete</b>

# Demographic Deep Dive

Strengthening Youth through a Network of Care is a care coordination pilot launched by GIC in 2016 w/an evidence based mentoring model & NORC RCT.

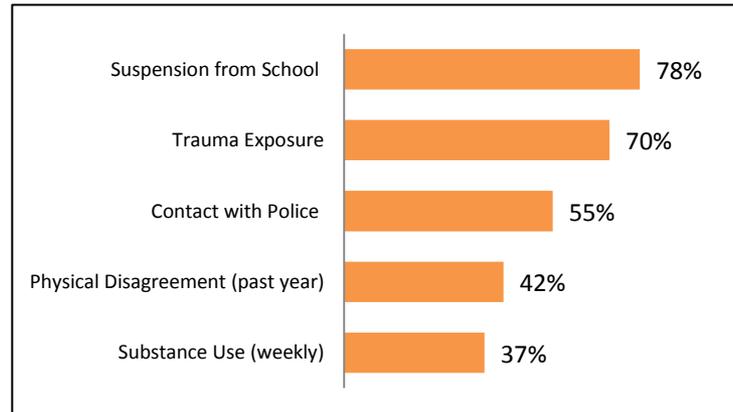
Between April and October 2017, SYNC recruited 637 participants for the NORC evaluation and randomly assigned them into control and program groups. These initial analyses give us a baseline for final outcome data and crucial information about SYNC participants – a large % of which came from probation.

## Demographics



76% of participants were aged 16-18. Chicago Police Department data shows that justice system involvement peaks during this age range.

## Multiple Risk Factors



Evidence suggests that four or more arrests raises a young person's risk of violence participation significantly. In the study, 26% experienced four or more contacts.

## Protective Factors

- 82% reported discussing personal issues with an adult inside their home
- 71% reported discussing issues with adults outside of their home

These youth-identified assets are crucial to designing effective, strengths-based treatment plans & underscore the value of parent engagement programming.

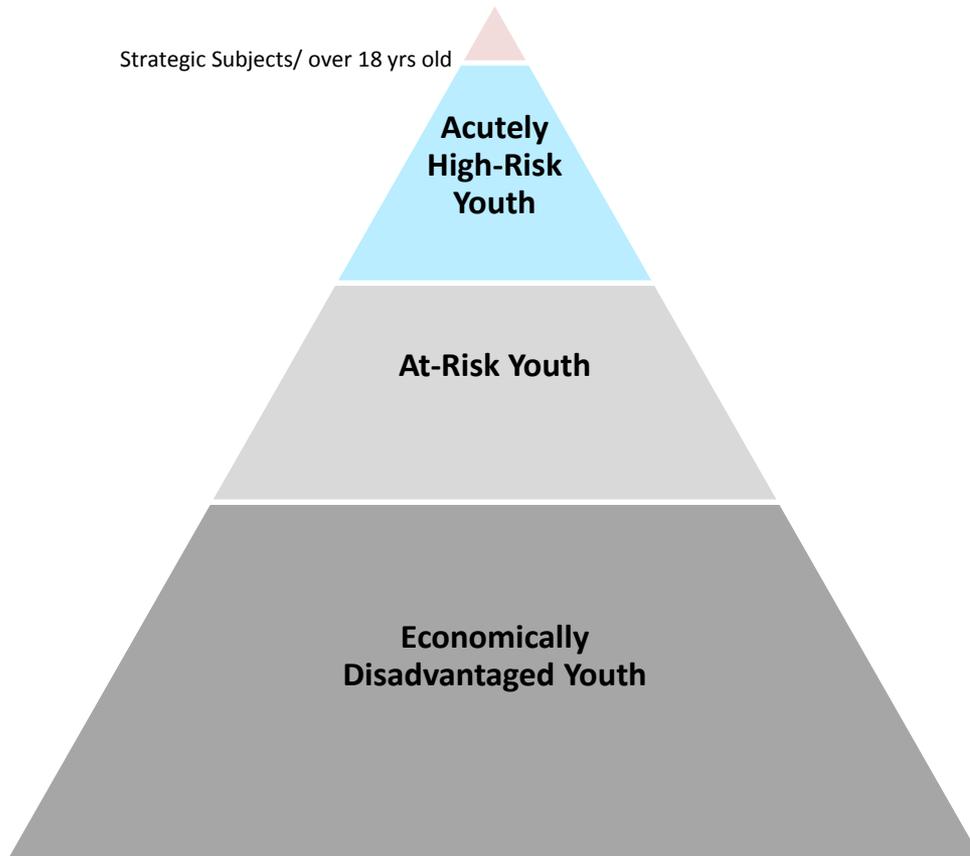
## Recommendation:

Connected Care dosage should be approximately 3-5 hours per week (between case management and referral services such as mentoring) for at least 1 year, based on research related to our youth population. (SYNC)

# 5. The Right Youth

## The AHRY Profile

In addition to developing a framework for understanding the hierarchy of needs for vulnerable youth, Get IN Chicago's research is yielding important insights about who to focus violence prevention services on. Our work with Probation helped us hone in on more specific characteristics of youth in our demographic.



### Acutely High-Risk Youth *Defining Characteristics*

- 13-18 years old
- Repeated arrests (4+) and justice system involvement
- Chronically absent (40%+) or unenrolled in education
- Group 4 or higher disciplinary infractions if enrolled in school
- Documented mental health issues and IEPs
- Significant history of trauma
- History of abuse, neglect, and/or substance abuse
- Currently or previously incarcerated parent
- Gang-involved

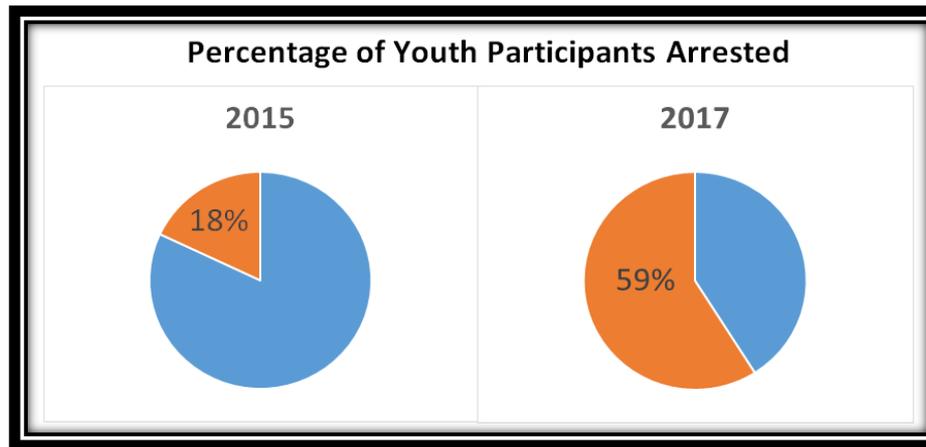
Calculated using Chapin Probation data (AHRY), Chapin Benchmarking data (ARY) of youth with 2+ arrests within CPS enrollment numbers (EDY) with free and reduced lunch of 13-18 year olds (86% of 133,642 = 114,932; subtract ARY and AHRY numbers to get 110,629).

# Recruitment Challenges

Getting More High-Risk Youth Placed and Served

GIC efforts with recruitment pipelines and support for acutely high-risk youth has resulted in significant increases of high-risk young people receiving services – and a systemic change at organizations rising to meet their needs.

Over 2 years, programs **TRIPLED** enrollment of youth with prior arrests...

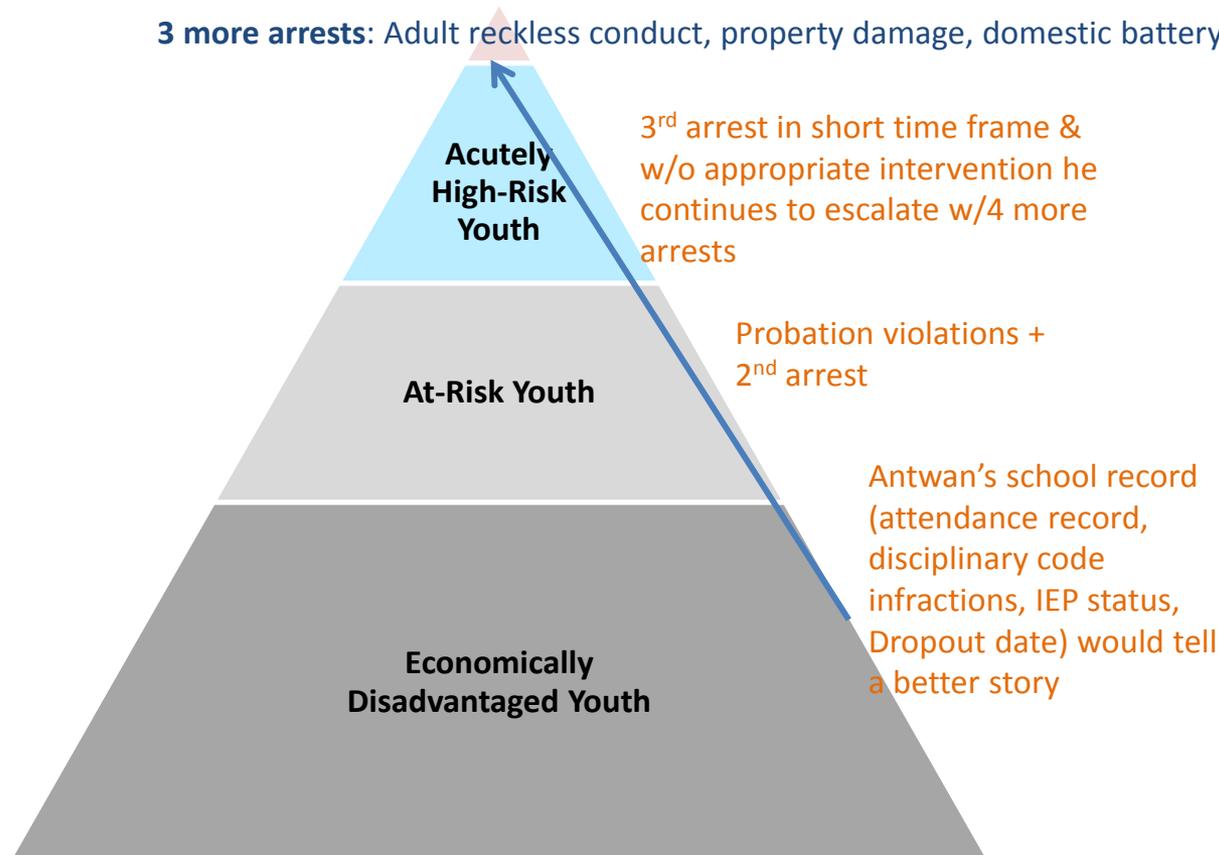


Youth who are arrested are more than 70% more likely to drop out of high school than their peers without arrest records.

# AHRY Profile: Antwan Jones

In February 2017 19 year old Antwan aiming at rival gang members missed his intended targets & killed 11 yr old Takiya Holmes. At the time Antwan had 10 arrests, 7 as a juvenile and 3 as an adult. The first arrest was in 2013 for theft, he racked up 9 more arrests in a 4 year period.

**3 more arrests:** Adult reckless conduct, property damage, domestic battery



## Antwan Jones

### *Defining Characteristics*

- 15 ½ at first arrest
- Five probation violations
- 6 more arrests in 2.5 years
- We don't have his education history
- Gang-involved

# CBT Issues From the Field



**“Another challenge has been with the youth being willing to attend the sessions.** Once they attend our clinicians have been able to keep the youth engaged and willing to participant, it is getting them to come to the initial session or the meet and greet.” – *One Hope United, April 2017 report*



**“Major barrier has been recruitment and retention of youth who were initially screened in the program since its inception.** Children's Home and Aid, along with all other SPARCS providers, have experienced the same barriers.” – *Children's Home + Aid, October 2017 report*



**“We continued to struggle with having youth participants interested in the program.** We were able to reach out to 4 girls in early October to start a group in Roseland, but when we called the girls to remind them, they would not answer the phone. We scheduled group for Thursdays from 430pm - 530pm, but they never showed up.” – *Healthcare Alternative Systems, October 2017 report*



**“Despite their intense and persistent outreach efforts, all of the CBOs have struggled to start up groups... Low numbers of enrolled youth may possibly indicate a limit on the capacity of individual organizations based on staffing to outreach youth. However, this may also reflect simply the difficult nature of engaging this population.**

**“Recommendation: it would be beneficial to minimize the number of people interacting with a youth before they start into groups. This also helps to minimize confusion regarding the program and develop some level of trust and rapport with the youth in order to engage them in services.”**  
– *ICOY CBT Technical Assistance Report, 2017*

# Care Coordination 101

Key Intake Locations: *Juvenile Probation, Hospitals, Schools, etc.*

## Intake Questions (CANS)



Assess mental, physical, educational, criminogenic, psychosocial, environmental strengths and needs

## Collaborative, Individualized Treatment Plan

Establish schedule of consistent check-ins (dosage and duration)  
Codified core metrics and status reporting  
Recommended case load: 1-20

## Referral Network

Mentoring

Therapy

Education

Legal Support

Substance Abuse Treatment

Housing

Workforce

Parent Education

Childcare

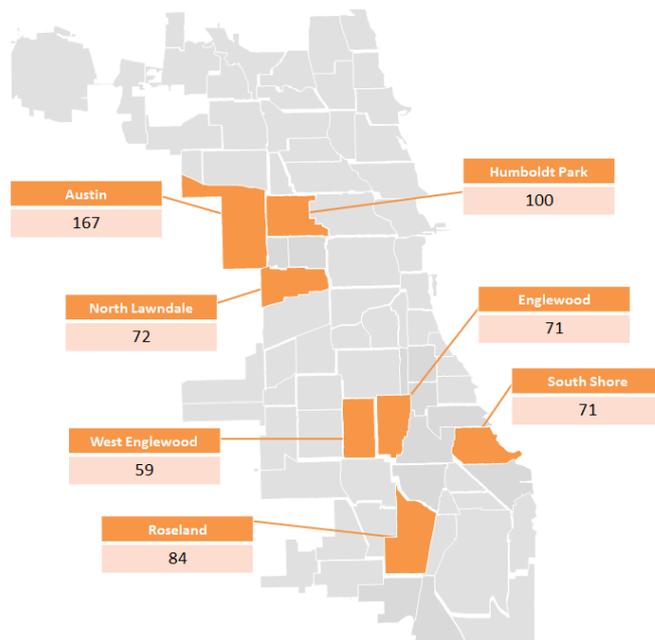
# A Goal Within Reach

## Estimating the Number of Acutely High-Risk Youth

Our estimates put the number of acutely high-risk youth across the city at between 2000-4000. Reaching these relatively small numbers is possible with available resources: effectively redirecting even \$24 million/year to appropriate services and youth could have an outside impact.

**Chicago Youth with 2 + Previous Arrests: ~2,673**

**Chicago Probation Youth at Highest Gun Violence Risk: ~1,630**



### Backgrounds of Chronic, Violent Offenses Class

#### Probation Youth with Highest Risk of Firearm Violence

- Many arrests (10+) prior to probation
- Many prior screenings for detention prior to probation
- Violent and/or property offenses that led to probation
- Likely have an Individualized Education Plan (IEP) for emotional/behavioral disorders
- Likely have a history of prior experiences of abuse and neglect
- Less likely to be active in CPS
- Likely to have many technical and non-technical probation violations

*Right Chart: From Probation Report with Chapin Hall, keeping in mind that it's not an algorithm but a reference for scope.*

*Top Assumptions: \$8k per high intensity program x 3 programs = \$24k per youth x 2000 youth = \$48m over two years or \$24m/year. If 2600 youth \$31m/year.*