

## Illinois Dually-Involved Youth Pay for Success Initiative RAMP-UP FACT SHEET

- The State of Illinois is committed to improving outcomes for youth involved in the child welfare and juvenile justice systems. Recognizing the challenges faced by state agencies and nonprofits, this initiative is piloting a new, collaborative approach that will redesign internal systems, expand access to evidence-based programming, and increase the use of data-driven decision-making.
- In Illinois, three-fourths of youth dually-involved in the child welfare and juvenile justice systems are not living with a parent or relative; more than half recidivate within two years; many experience substance abuse, exhibit symptoms of traumatic stress, and experience acts of self-harm; and few will achieve reunification with their biological family or adoption. Additionally, roughly two-thirds of dually-involved youth will experience frequent and extended time in costly, deep-end institutional placements, such as residential treatment centers, detention centers, and group homes for adolescents.
- The Conscience Community Network, LLC (CCN) – a network of six Illinois nonprofit service providers – is collaborating with the State of Illinois and local community partners to serve dually-involved youth throughout the state. CCN will provide these children with intensive case coordination and timely access to evidence-based treatments in order to reduce or prevent time in costly institutional care, prevent repeat criminal behavior, and foster successful transitions to adulthood.
- In November 2015, CCN and the Illinois Department of Children and Family Services (DCFS) will launch the ramp-up phase of a Pay for Success (PFS) project. Over a six-month period, CCN will enroll 50 dually-involved youth in Cook, Lake, Franklin and Jefferson counties. The purpose of the ramp-up is to pilot and refine project operations, including referral mechanisms and intake and service enrollment processes. In addition, the ramp-up will allow CCN to scale service capacity and conduct trainings.
- CCN is currently negotiating details for a PFS contract with the Illinois' Department of Children and Family Services. This initiative will provide additional services for troubled youth and aligns with the administration's commitment to establishing innovative, evidence-based pilot programs to tackle challenges facing young people in the state of Illinois.
- Participating organizations include:
  - **Government:** Illinois Department of Children and Family Services
  - **Service Provider:** Conscience Community Network, LLC
  - **Transaction Coordinator:** Third Sector Capital Partners, Inc.
  - **Government Advisor:** Harvard Kennedy School Social Impact Bond Technical Assistance Lab
  - **Independent Evaluator:** University of Michigan School of Social Work
  - **Ramp-Up Funders & Early Community Supporters:** Laura and John Arnold Foundation; Nonprofit Finance Fund (through a grant from the Social Innovation Fund); Living Cities in partnership with The Chicago Community Trust; Conscience Community Network, LLC; and Dunham Fund
  - **Ramp-Up Evaluation Funder:** Illinois Juvenile Justice Commission
- Pay for Success (PFS) is a performance contracting model that drives government resources toward social programs that prove effective at achieving positive results for the people who need them most. PFS tracks the effectiveness of programs over time and requires governments to pay for those services only if and when they succeed in measurably improving the lives of people most in need.
- PFS enables initiatives to tap third party funders to cover the upfront costs of the programs. If the program is successful in improving the lives of the people it is meant to serve, as measured by an independent evaluator, then government makes success payments to the initiative that can be shared with those who provided the original funding. If the program does not achieve its target results, the government does not make success payments. This model ensures that taxpayer dollars are being spent wisely, on programs that actually work.

## **PROGRAM SERVICE MODEL**

Since dually-involved youth interact with multiple government systems and have unique personal challenges, this project aims to improve outcomes by changing both systems behavior and child and family behavior. This is only possible as a result of the close collaboration of CCN, DCFS, and juvenile courts/probation in developing a system of care that coordinates rapid identification, comprehensive and collaborative case coordination, and increased access to proven clinical programs for Illinois' dually-involved youth.

### **This Project re-engineers how Illinois identifies and coordinates services for dually-involved youth by:**

- Identifying and referring youth through multiple pathways that overcome data silos, jurisdictional gaps, and notification delays;
- Convening caseworkers and therapists from child welfare and juvenile courts/probation for information sharing, joint assessment, and integrated case planning;
- Intervening early in justice trajectory for high-risk youth – providing upstream, ongoing wraparound services instead of waiting to respond to crisis or placement instability; and
- Investing in expanding evidence-based clinical solutions and community-based interventions that address the individual and family behavior needs for dually-involved youth.

CCN's approach is based on the Crossover Youth Practice Model (CYPM), a set of proven practices developed by the Georgetown University McCourt School of Public Policy – Center for Juvenile Justice Reform (CJJR). CYPM has been implemented throughout the U.S. and is focused on breaking down systematic barriers to enable early identification, advocacy in the courts, access to trusted care alternatives, and coordination of case management of dually-involved youth. CCN has partnered with CJJR on the implementation of the model.

Complementing and enhancing the systems change work made possible by the CYPM are a set of evidence-based clinical solutions and additional community-based interventions that address the individual and family behavior needs for dually-involved youth. The Project will scale the available clinical and community-based resources and wraparound services for this population and provide access, as required by each youth and family, to Treatment Foster Care Oregon (TFCO), Multisystemic Therapy (MST), Functional Family Therapy (FFT), Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS), and Attachment Self-Regulation and Competency (ARC). All youth will receive comprehensive case coordination and wraparound services coordinated by CCN in close collaboration with DCFS.

## **SERVICE PROVIDERS**

**Conscience Community Network, LLC** (CCN) members are some of the oldest and most experienced child welfare and juvenile justice providers in Illinois. Members include: One Hope United, Maryville Academy, UCAN, SGA Youth and Family Services, OMNI Youth Services, and Youth Outreach Services. The network was formed in 2011 to explore a care coordination model in response to the Affordable Care Act, and its mandate to use care coordination to address the social determinants of health. When the State of Illinois released the PFS Request for Proposals, CCN recognized that their network, unlike a single service provider, would be needed to provide the continuum of services necessary to serve dually-involved youth effectively and at scale across the state. In addition to the many and diverse services CCN members currently deliver to youth and their families, the members also have significant and trusted relationships with key stakeholders, including DCFS, county court/probation, and IDJJ, that are essential to building the system of care for the initiative. One Hope United will serve as the lead agency for the initiative and will coordinate intake and referrals to different CCN members, and serve as the fiscal agent. Two other critical steps to formalizing this collaboration are integrating separate IT systems, and developing a fidelity monitoring system to ensure consistency in the service delivery model.

## **GOVERNMENT**

**The State of Illinois** supports innovative, evidence-based approaches to solve our toughest social problems. This PFS ramp-up is a multi-agency collaborative effort to provide more effective care to youth as well as direct feedback on how to improve the systems overall. This program aligns with the Governor's criminal justice reform efforts as well as expanding opportunities and securing better outcomes for our hardest to reach

populations. The Illinois Department of Children and Family Services' mission is to provide safe, loving homes and brighter futures to all children in Illinois. This Pilot initiative will develop a greater capacity for community-based treatment options and shed light on how the Department can better serve their dually-involved population.

### **RAMP-UP FUNDERS & EARLY COMMUNITY SUPPORTERS**

The initial ramp-up phase of the project is being funded through a consortium of philanthropic funders, including the service providers. Ramp-up funders will not earn success payments.

- **Laura and John Arnold Foundation** will provide more than \$600,000 of funding.
- **Nonprofit Finance Fund** will provide \$135,000 of funding as part of its federal Social Innovation Fund Pay for Success grant. The \$135,000 will be matched dollar for dollar by ramp-up funders.
- **Illinois Juvenile Justice Commission** will provide \$102,521 of funding.
- **Living Cities** will provide a \$100,000 loan with funds provided by the **Chicago Community Trust**.
- **Conscience Community Network, LLC** will provide \$100,000 of funding.
- **Dunham Fund**, based in Aurora, Illinois, provided early catalytic support for the initiative. In 2013, the Dunham Fund provided funding for a fellow for the State from the Harvard Social Impact Bond Technical Assistance Lab (SIB Lab). In December 2014, the Dunham Fund provided a \$125,000 loan to CCN to support the development of the initiative.

### **INDEPENDENT EVALUATORS**

Professors Joe Ryan, PhD and Brian Perron, PhD from the **University of Michigan School of Social Work** are serving as independent evaluators for the initiative. This team brings substantial expertise on the experiences and outcomes of children engaged with child welfare and juvenile justice systems, both in Illinois and across the nation. They have significant experience designing and implementing rigorous evaluations of social programs, have deep familiarity with Illinois' child welfare and juvenile justice systems and data sources, and serve as principal investigators on high-profile federal grant projects in both Illinois and Michigan, including the Illinois Title IV-E (Alcohol and Other Drug Abuse) Waiver Demonstration. Youth in the ramp-up phase will not be evaluated on any payment metrics and will be excluded from future success payments.

### **TRANSACTION COORDINATOR**

**Third Sector Capital Partners, Inc.** leads governments, high-performing nonprofits, and private funders in building evidence-based initiatives that address society's most persistent challenges. As experts in innovative public-private financing strategies, Third Sector is an architect and builder of the nation's most promising PFS projects including the Commonwealth of Massachusetts; Cuyahoga County, Ohio; and Santa Clara County, California. A 501(c)(3) nonprofit based in Boston and San Francisco, Third Sector has provided on-going advisory services to CCN throughout the development of the initiative.

### **GOVERNMENT ADVISOR**

The **Harvard Kennedy School Social Impact Bond Technical Assistance Lab** (SIB Lab) conducts research on how governments can foster social innovation and improve the results they obtain with their social spending. With support from the Dunham Fund, the SIB Lab has provided pro bono technical assistance to the State of Illinois since 2013.

### **INITIATIVE TIMELINE**

In spring 2013, the State of Illinois announced the launch of a Pay for Success program. The Harvard Kennedy School's Social Impact Bond Technical Assistance Lab (SIB Lab) received a grant from the Aurora-based Dunham Fund to support the initiative in Illinois, and the Governor's Office of Management and Budget (GOMB) issued a Request for Information to solicit ideas for issue areas that could be a fit with the PFS model. In September 2013, the state issued a Request for Proposals offering additional services and resources for troubled youth by providing service providers with flexible upfront funds to pursue innovation and scale.

In May 2014, through this Request for Proposals process, the Conscience Community Network, LLC (CCN), a pre-existing coalition of six leading Illinois nonprofit child welfare and juvenile justice providers, was selected to

develop a PFS project that would be the first in the nation to use a multi-provider, collective action model. CCN partnered with Third Sector Capital Partners, Inc. during the development of the RFP response. Third Sector has provided on-going advisory services to CCN throughout project development while the Harvard SIB Lab continues to provide technical assistance to the state. The ramp-up was launched in November 2015. CCN is currently negotiating full project details with the various State of Illinois stakeholders.