



# **A Proven, Multi-Systemic Model of Local Governance for Implementing and Sustaining a Broad Spectrum of Evidence-Based Programs**

***Policy and Practice Insights From the Partnership for Results***

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**Philip B. Uninsky, JD**

**Executive Director**

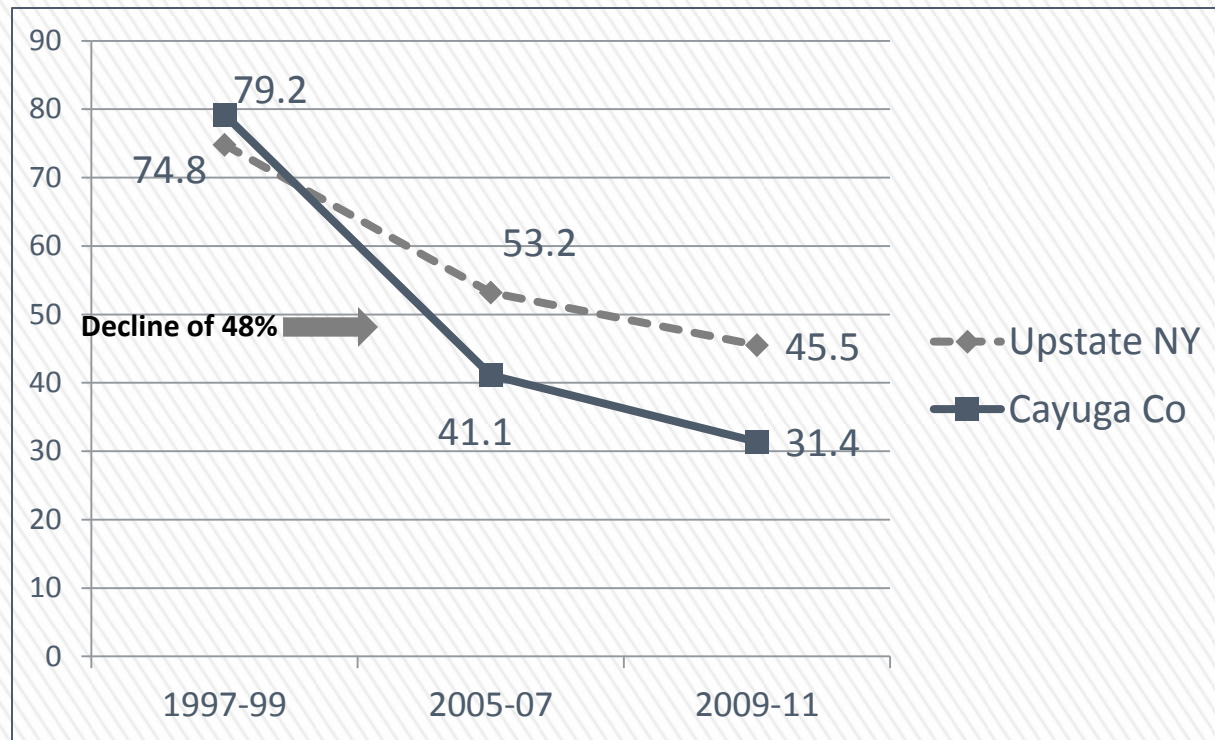
**Youth Policy Institute**

**<http://www.YouthPolicyInstitute.org>**

**[uninsky@youthpolicyinstitute.org](mailto:uninsky@youthpolicyinstitute.org)**

**(315) 824-0530**

# Indicators of the Partnership's Impact: Arrests of Youth, ages 16-21 (Rate/10,000) for Violent Crimes



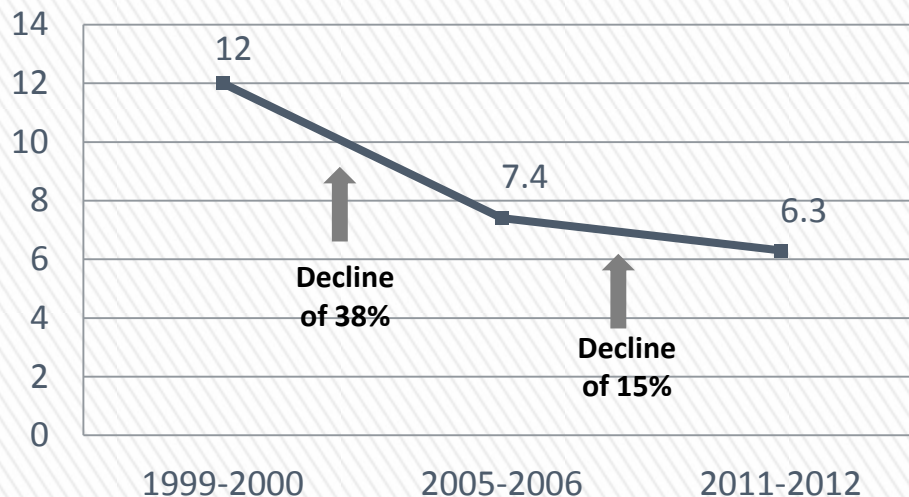
Source: NYS Council on Children & Families. Kids' Well-being Indicators Clearinghouse.



# Indicators of the Partnership's Impact:

## JD Petitions, Cayuga County (2-year avg; Rate/10,000) and Comparison with Contiguous Counties (2011-12)

### Cayuga County JD Petitions



### Cayuga & Contiguous Counties

Average Number of JD Petitions in 2011-12 for Cayuga and Its Contiguous Counties (Rate/10,000)

Cayuga Co.	6.3
Cortland Co.	6.6
Onondaga Co.	7.8
Seneca Co.	19.9
Tompkins Co.	9.3

**FROM 1998-99 to 2011-12, expenditures on juvenile delinquency detention in Cayuga County declined 55%.**

Sources: NYS Office of Court Administration; Cayuga County Department of HHS.

Note: NYS OCA does not have comparable longitudinal JD petition data for Cayuga's contiguous counties.



# Indicators of the Partnership's Positive Impact

## Substance Use: 30-Day Use Levels

(Auburn, NY: Grades 6-12)

Percent Change from 2003/4 to 2010/11

Alcohol	-35%
Marijuana	-20%

## Hospitalizations from Self-Inflicted Injuries

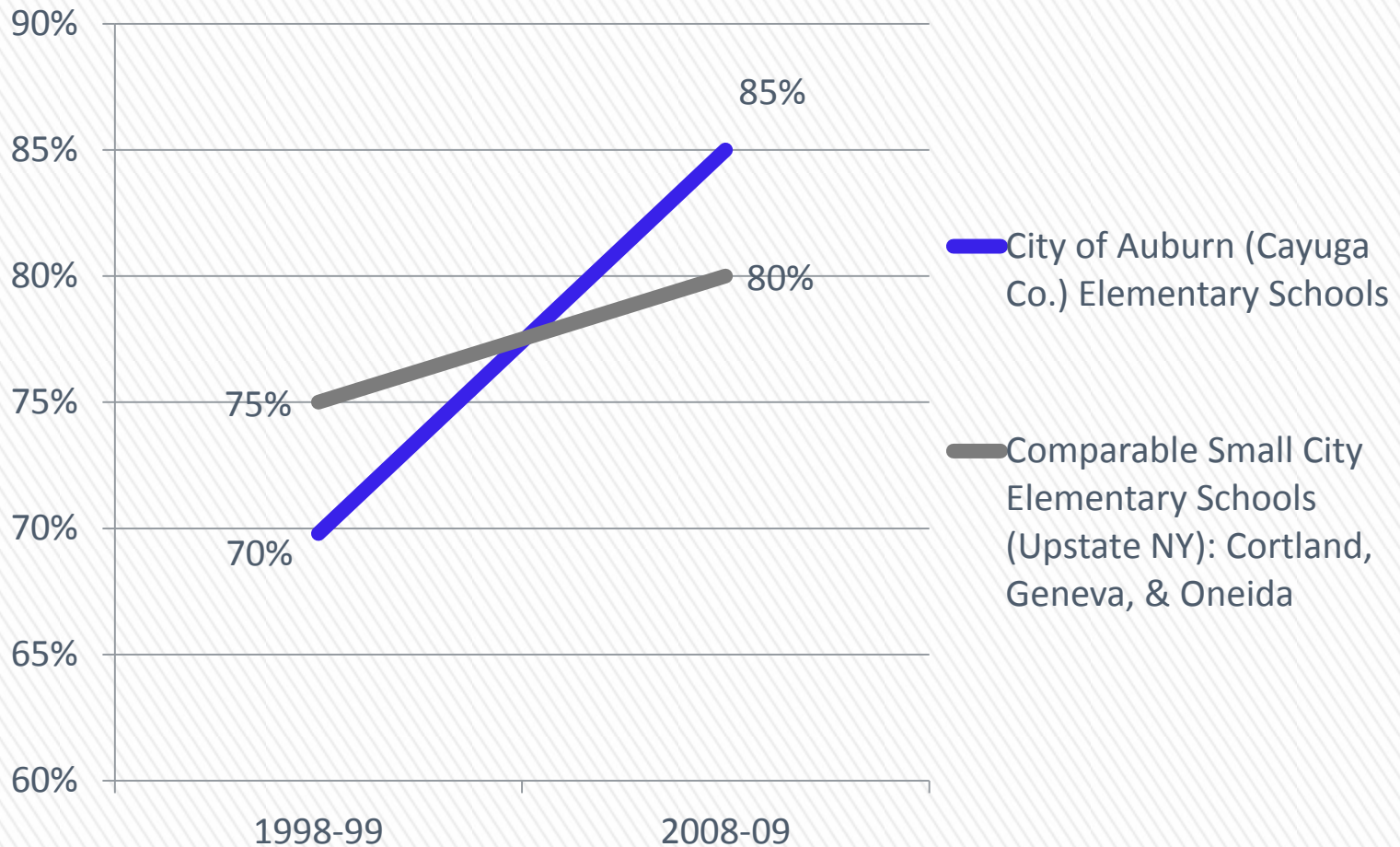
(ages 15-19)

Percent Change in rate/100,000 from 2003/4 to 2010/11

Cayuga County, NY	Upstate NY
-18%	-5%



**Percentage of Students in Auburn (Cayuga Co.) and Similar Upstate Elementary Schools in Small Cities Achieving or Exceeding NYS Learning Standards on the 4<sup>th</sup>-grade Mathematics Exam (avg. 1997-99 -> avg. 2007-09)**



**The Partnership's core innovations for reducing academic underachievement and failure, juvenile violence, and destructive risk-taking:**

- Implementation of a *broad continuum* of preventive and early intervention evidence-based programs (EBPs). Their outcomes consistently meet or exceed those predicted by the validating research.
- Development of a new form of local governance. It involves public agencies with child-caring responsibilities in an *active collaboration* to facilitate and sustain an integrated service delivery system comprised, in large part, of preventive and early intervention evidence-based programs.



# Adverse Childhood Experiences are Common

- Household dysfunction
  - Substance abuse..... 27%
  - Parental sep/divorce... 23%
  - Mental illness..... 17%
  - Battered mother..... 13%
  - Criminal behavior..... 6%
- Abuse
  - Psychological..... 11%
  - Physical ..... 28%
  - Sexual ..... 21%
- Neglect
  - Emotional..... 15%
  - Physical..... 10%

Source: Edwards, VJ, Anda, RF, Felitti, VJ et al., (2005). The wide-ranging health consequences of adverse childhood experiences. In Kendall-Tackett and Giacomoni (eds.) *Victimization of Children and Youth: Patterns of Abuse, Response Strategies*, Kingston, NJ: Civic Research Institute.



## Adverse Childhood Experiences: Multiple Exposure

<u># of ACE' s</u>	<u>Prevalence</u>
0	33%
1	26%
2	16%
3	10%
4 +	16%

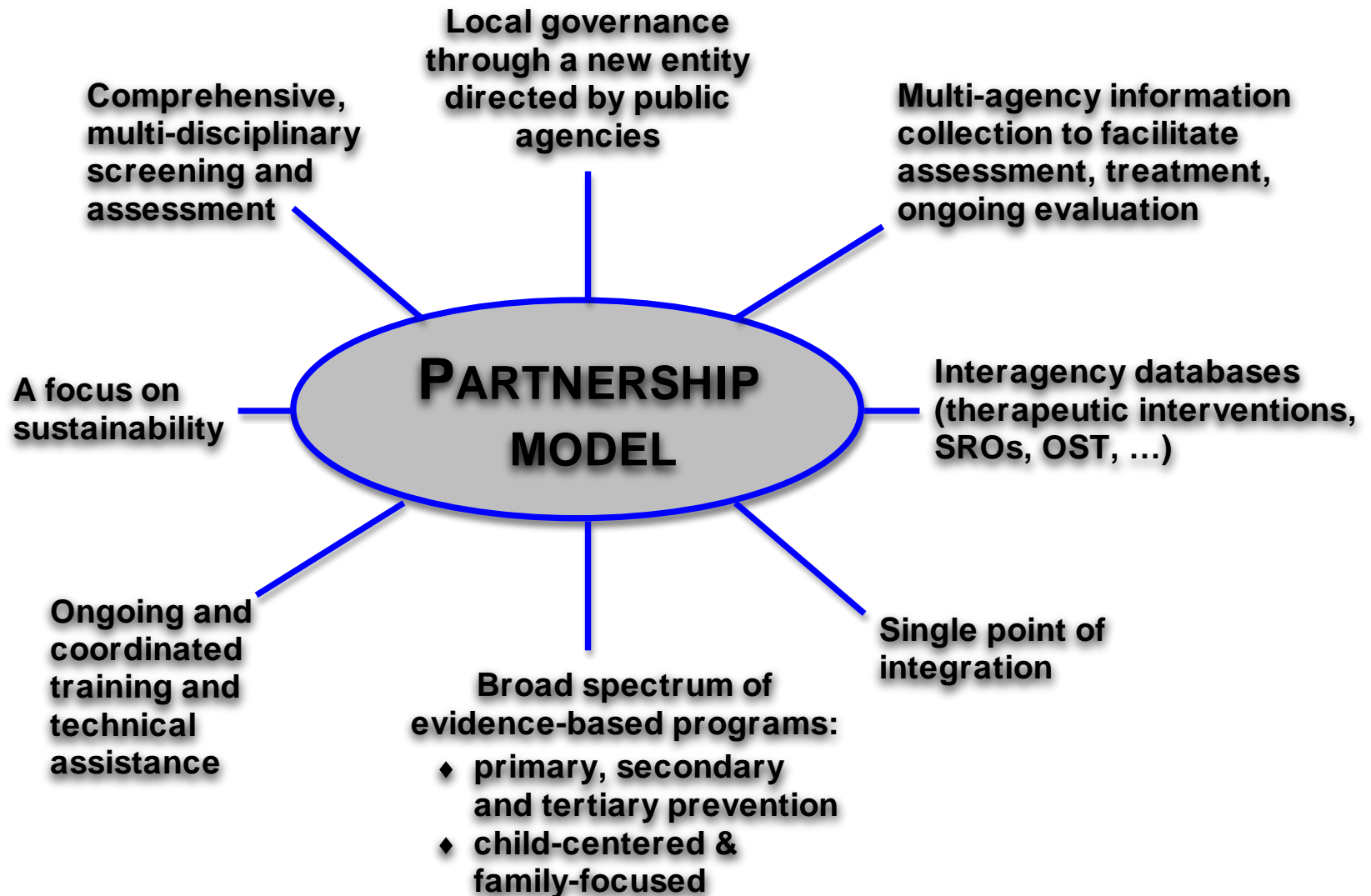
- Two thirds **had at least one** Adverse Experience
- 42% **had 2 or more** Adverse Experiences



## **Obstacles to successfully implementing cross-agency reforms and the implementation of evidence-based, early intervention programs and services**

- **Agency territoriality reinforced by categorical funding streams that are often linked to specific types of services**
- **Disinclination by public authorities to invest in prevention during times of economic retrenchment**
- **Implementer resistance to change**
- **The inability of service providers to access critical data across agency lines for assessment and treatment**
- **Tendency of evidence-based prevention and early intervention programs to regress to a predictable mean once they have been introduced in a community**





## **Comprehensive, multi-disciplinary assessments of children to determine:**

- 1. the extent to which they are affected by risk and protective factors as individuals and in families, communities and schools, and**
- 2. the extent to which they have service needs resulting from emotional disturbance, substance abuse, exposure to violence, and learning disabilities.**



## **Rationale for this form of local governance**

- **Creates a lasting institutional framework for:**
  - **Interagency information collection**
  - **Resource sharing and substantive collaboration on multi-disciplinary projects**
  - **Development of integrated service plans**
- **Accelerates process of identifying and serving children and families most likely to benefit from evidence-based programs and services**



## **Rationale for this form of local governance...**

- **Externalizes the marginal costs of systems reform**
- **Serves as a neutral lever of change**
- **Displaces blame for the difficulties associated with change**
- **Helps agency leadership overcome bureaucratic stasis**



# **Interagency Information Collection**

- **The multi-agency entity is the repository**
- **Information is used for the narrow purposes of assessment, treatment, and service integration**
- **Adheres to each agency's legal and procedural requirements**



# **Implementation of interagency management information systems to**

- **Improve the consistency & timeliness of the data**
- **Support a single point of integration**
- **Create a single point of accountability**
- **Permit more effective monitoring of the children & family services system**



# Principle Types of Considerations in Selecting Evidence-Based Programs



**PARTNERSHIP**  
**School-based**  
**Programs**

**Preschool Programs**

- ◆ Second Step
- ◆ Assessment, child-centered play therapy, & services integration
- ◆ SBRR emergent literacy curricula

**Primary and Secondary Grades**

- ◆ After school programs
- ◆ Educational Karate Program
- ◆ Mobile Outreach Services Team (MOST)
- ◆ Life Skills Training
- ◆ School Resource Officers

**Elementary Schools**

- ◆ Guiding Good Choices
- ◆ Opportunity for Academic Success in School
- ◆ Second Step Violence Prevention
- ◆ Resilience Project (mental health prevention)

**Middle Schools**

- ◆ Guiding Good Choices
- ◆ Second Step Violence Prevention

**High Schools**

- ◆ Safe Dates

**PARTNERSHIP**  
Community-based  
Programs for  
Children & Families

**Early Intervention**

- ◆ Filial Therapy (Child-Parent Relationship)
- ◆ Nurse-Family Partnership

**Family Strengthening**

- ◆ Family Group Conferencing
- ◆ Functional Family Therapy
- ◆ Multi-systemic Treatment Foster Care
- ◆ Strengthening Families Program

**Juvenile Justice**

- ◆ Alternative to Incarceration (“Intensive Supervision-Conditional Discharge”) for JDs and young adults
- ◆ PINS Prevention and Treatment (truancy focused)
- ◆ Specialized training for School Resource Officers (Crime Prevention Through Environmental Design, law-related education, safety audits, SRO incident database)

**Parenting Skills/Involvement**

- ◆ Every Person Influences Children
- ◆ Guiding Good Choices
- ◆ Life Skills Training (parent component)

**Community Resources**

- ◆ Community Advisory Board
- ◆ Resource enhancement (braided funding, grants...)

## Elements of an effective implementation of a continuum of care

- Rapid and simultaneous implementation;
- Reach the populations *most eligible to benefit* from the programs;
- Operate with a high degree of *fidelity* to the program models and principles; &
- *Continuous evaluation* to ensure that outcomes predicted by research are met or exceeded



# Implications of this form of local governance

## From:

1. Single agency focus in policy-making
2. *Emphasis on detailed procedural requirements*
3. Prescriptive line-item budgeting

## To:

1. Multi-system planning with more local control
2. *Greater reliance on results and outcomes*
3. Flexible funding arrangements, tied to performance expectations



## **Successful Replication Involves...**

- **Assessing the readiness of public agencies to establish this new form of local governance and to identify (or seek) initial funding to support its efforts.**
- **Redirecting the discourse away from the enumeration of discrete problems and toward the etiology of dysfunctions.**
- **Focusing the attention of decision makers more on program outcomes and less on dosage and treatment effects.**



## **Successful Replication Involves ...**

- **Identifying appropriate and sustainable evidence-based prevention and early intervention programs (especially those that are outcome based).**
- **Designing sustainability from the outset.**
- **Implementing critical infrastructural supports: responsive technical assistance, communication of outcomes, cross-agency training, and so on.**
- **Insisting on data-driven decision making and on high levels of fidelity to evidence-based models to avoid the ineluctable regression to the mean.**



## Additional Information

- <http://www.PartnershipforResults.org>
- Find Youth Info, the federal Interagency Working Group on Youth Programs, has highlighted the Partnership model in its Collaboration Profiles:  
<http://findyouthinfo.gov/collaboration-profiles/partnership-results>
- Model legislation for implementing the Partnership model (introduced in the NYS Legislature and enacted in Washington DC):  
[http://assembly.state.ny.us/leg/?default\\_fld=&bn=A11288&term=2001&Summary=Y&Text=Y](http://assembly.state.ny.us/leg/?default_fld=&bn=A11288&term=2001&Summary=Y&Text=Y)

