




Youth VILLAGES®

The force for families | G E O R G I A

Georgia Intercept Three-Year Report

Youth Villages is the force for families.

Youth Villages has a national reputation for achieving success with very troubled children and their families through a variety of effective programs. We are a private nonprofit organization that will make a difference this year for more than 18,000 children and families from more than 20 states and Washington, D.C.

Named one of the Top 50 Nonprofits to Work For in 2010 and 2011, Youth Villages has been recognized by Harvard Business School and U.S. News & World Report, and was identified by The White House as one of the nation's most promising results-oriented nonprofit organizations.

what we do works for Georgia's kids.

- Youth Villages is one of the state's largest providers of children's behavioral health services
 - Since 2008, we have helped more than 1,000 children and families in Georgia in our in-home and residential programs
 - 73% are living successfully at home with family six months after discharge
- 92% are in school or graduated six months after discharge
- 84% have no involvement with the law six months after discharge
 - Our commitment is firm: we have invested **more than \$21 million** in the state since 2008

www.youthvillages.org

In some cases, children's names and identifying information are changed for their protection.

On the cover: Darrell, 15, and his family

Overview of Georgia's lawsuit



In June 2002, Children's Rights filed a class action against state and county officials responsible for the foster care system in metropolitan Atlanta on behalf of the approximately 3,000 children in foster care in Atlanta. *Kenny A. vs. Perdue* cites numerous systemic problems with dangerous consequences for children, among them:

- Children languish for months in dangerous emergency shelters without necessary treatment and services, exposed to violence, sexual assault and other illegal activity.
- Children in foster care experience high levels of abuse and neglect.
- Children are routinely shuffled from foster home to foster home, spending many years in state custody.
- Children in foster care receive inadequate health care and educational services.
- Children in foster care are denied adequate legal representation in the juvenile courts due to high caseloads of attorneys assigned to represent children.

A settlement agreement was reached with Georgia officials in July 2005, requiring infrastructure changes, service guarantees and improved oversight over child safety, and requiring the state to meet 31 specific benchmarks in reforming the child welfare system. The federal court approved the settlement in October 2005 and appointed two independent monitors to report on the state's performance in implementing the required reforms.

YOUTH VILLAGES GEORGIA



In-home programs serve these metro Atlanta counties: Gwinnett, Cobb, Douglas, Fulton, DeKalb, Clayton

YOUTH VILLAGES INTERCEPT LEADERSHIP

Kate Cantrell, director of programs, Georgia and Alabama

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Kate has worked for Youth Villages as a transition specialist in the TL program, a senior clinical supervisor, program supervisor for Youth Villages' Specialized Crisis Services and district manager for Youth Villages' programs in Washington, D.C., and Virginia. Kate has a bachelor's degree in sociology from Pennsylvania State University and a master's degree in community agency counseling from the University of Memphis.

GEORGIA LEADERSHIP COUNCIL

- Ira Blumenthal
- Kenneth A. Campbell*
- Robert F. Clayton
- Rick Crain
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- Lewis Holland**
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- Lynn W. Merrill
- Jennifer S. Queen*
- Robert L. Rearden, III
- Matthew F. Tarkenton*
- David Tyler*

*member of Youth Villages National Board of Directors

**recently deceased

Youth Villages entered Georgia in 2008 at the request of the commissioner of the Department of Human Resources, which oversees the Division of Family and Children Services. The state and its two largest counties were under a federal court order that required a more intense focus on the delivery of home-based services along with a push to safely reduce the number of children in out-of-home placements and the duration of those placements. As a result, Youth Villages opened an office in Atlanta, serving DeKalb and Fulton counties with our Intercept program.

Youth Villages' family intervention specialists were referred children who fell under the *Kenny A. Consent Decree Outcome Measures 8a, 8b, 9 and 10*. Many of the children Youth Villages helped had been in state custody more than 24 months at the time of the settlement.

In addition to our work with the state to address specific milestones in its lawsuit, Youth Villages also merged with an existing Georgia provider, Inner Harbour, in 2009. This allowed Youth Villages to expand services in the state and preserve the needed intensive residential services the organization provides. Youth Villages is now one of the largest providers of children's behavioral health services in Georgia.

Results and Impact

Total children served statewide daily: 285

Total employees: 325

- Population served: Variety of youth ages 5 to 17
- Number of youth: More than 1,000 served since 2008
- Outcome: 73% are living at home with family six months after discharge

Investment and Commitment

- Youth Villages has invested **\$9 million** to upgrade and enhance facilities and programs at the Inner Harbour Campus since the merger in 2009.
- Our annual payroll in Georgia is **\$12 million**.
- Since January 2011, Youth Villages' employees have given **\$350,000** to provide free transitional living services to 24 youth aging out of DFCS foster care. Youth Villages' employees cover these costs through the organization's Our Family Campaign payroll deduction program.

Cost Savings to Georgia

Since 2008, Youth Villages has served 429 youth in our in-home program. If all of these youth had instead been in a congregate care placement for an average of 11 months, Youth Villages would have **saved the state \$22 million** by diverting youth from placement and reunifying them with family faster.

YOUTH VILLAGES INTERCEPT™



Demarcus, 16



Marie, 19

Youth Villages' Intercept program provides intensive in-home and community-based treatment that focuses not just on the child but also on her parents, siblings, friends, family members, school and neighborhood.

- Family intervention specialists meet in the home with children and families an average of three times a week at the family's convenience and are **on call 24/7** to help the family.
- Intercept specialists provide a comprehensive treatment approach including family therapy, mental health treatment for caregivers, parenting skills education, educational interventions, development of positive peer groups and extensive help for families and children in accessing community resources and ongoing support.

In nearly 20 years, Youth Villages has helped more than 22,000 children and their families through intensive in-home services programs. Ongoing outcome evaluation studies have shown that more than 80% of youth who were served at least 60 days in the Intercept program are successful even two years later. While Youth Villages initially provided Intercept services for the *Kenny A.*-identified children, we are now able to help other children and families in Georgia as well.

To give children involved with the juvenile court system this same chance at long-term success, Youth Villages offers Intercept for Georgia Department of Juvenile Justice Atlanta-area youth and their families through a continuum model. Nationally, studies have shown that children involved in the juvenile justice system can be helped most successfully through intensive in-home services that help the child while supporting and empowering their families.

The Youth Villages continuum allows youth to receive help in the least restrictive, most effective setting, generally in their own homes. When residential services are needed, they are provided on the Youth Villages-Inner Harbour Campus in Douglasville. Seventy-six youth have participated in the continuum program so far, with very successful results.

Growth of Georgia Intercept

- One hundred children were admitted in the first year in FY09.
- More than twice as many children were admitted in FY11 than FY10.

Length of Services

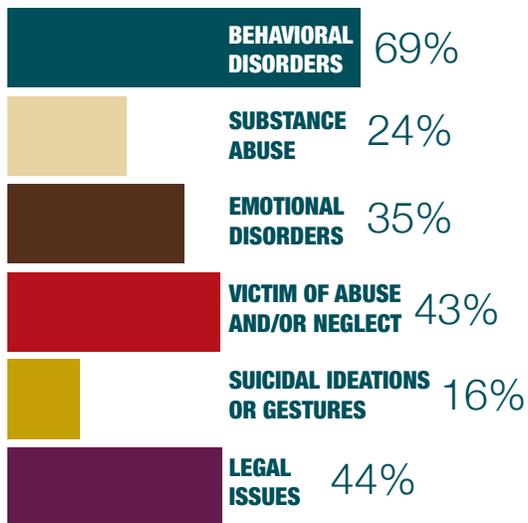
The median length of service for a youth and family is approximately six months.

GEORGIA INTERCEPT RESULTS

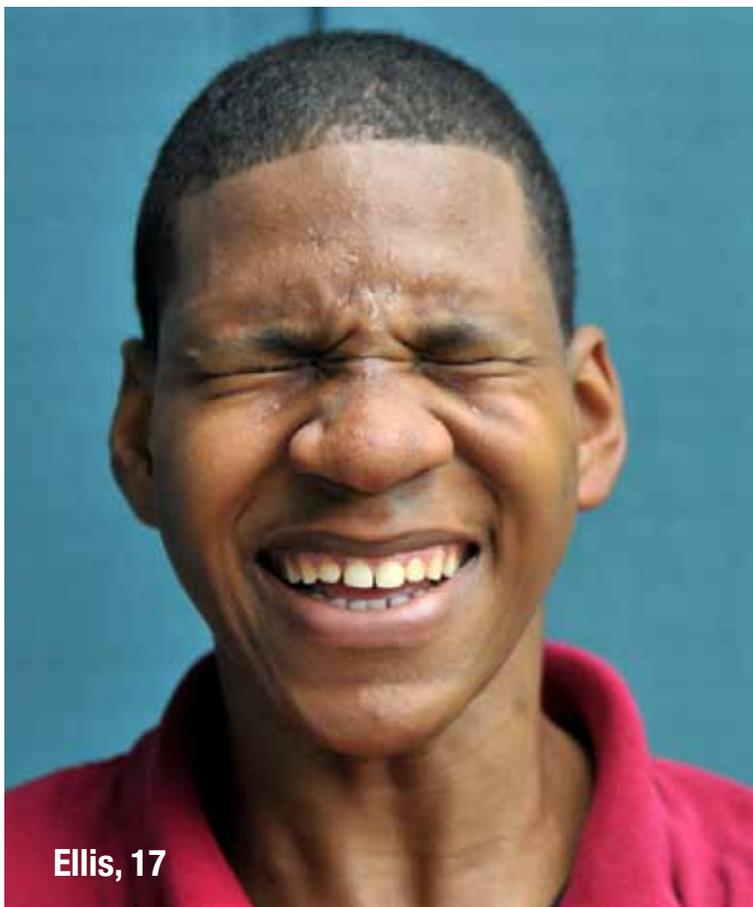
PRESENTING ISSUES*

Includes only youth served through Intercept

Youth served in Georgia through June 2011, N = 429



*More than 65% of youth have multiple presenting issues.



Ellis, 17

85% of the children are African American.

56% are male.

47% are older teens, ages 15-18.

23% of their parents have experienced abuse as a child.

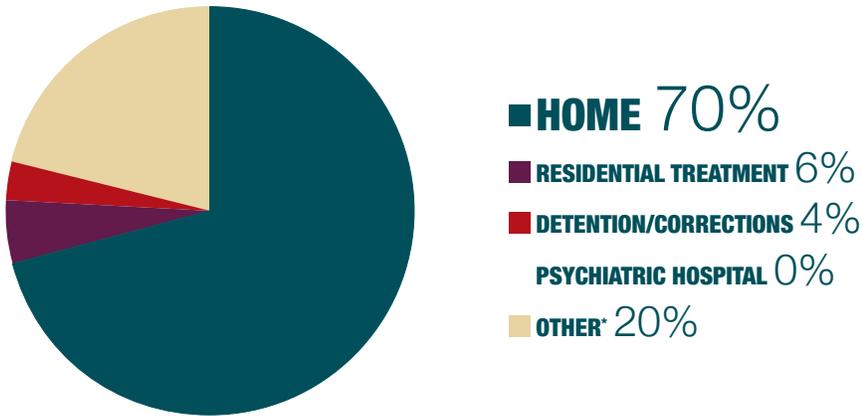
In three years, Intercept has helped 429 youth – including *Kenny A.*-identified children and juvenile justice youth who are part of the continuum of care. Youth Villages tracks children who leave our programs at six, 12 and 24 months post-discharge to determine long-term outcomes. Seventy-three percent of children helped by Youth Villages' intensive in-home services in Georgia were living at home with family or independently at six months post discharge. Ninety-two percent of this group are in school, have graduated or are in GED classes. Eighty-four percent have had no trouble with the law since discharge.

Youth Villages' approach to all services is called Evidentiary Family Restoration™. EFR requires measurable long-term outcomes. For too long, the national systems that serve troubled children and families, including children's mental health, child protective and juvenile justice systems, paid little attention to the long-term outcomes of children. Warehousing troubled children creates troubled young adults. Using an EFR approach with their families, however, significantly increases the likelihood that they are still on positive trajectories even two years after discharge.

More than 30% of the families have multiple problems, including mental illness, domestic violence, substance abuse and legal trouble.

DISCHARGE LOCATION

Youth discharged October 2008 through June 2011



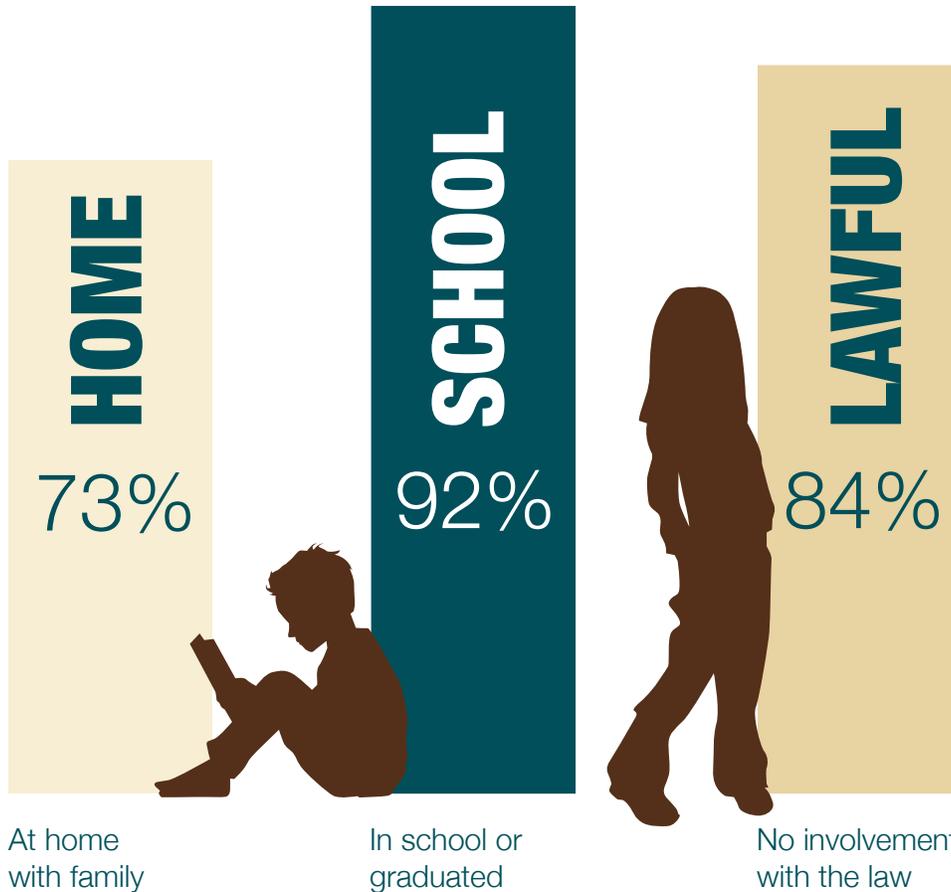
185 youth have discharged home with family or relatives.

Includes only youth who received at least 60 days of service; out of 429 youth served, 303 had discharged as of June 2011; 12.9% of the discharges ended prior to 60 days.

**Other includes placements such as group homes, foster care, rehab centers and runaways.*

YOUTH VILLAGES GEORGIA SIX-MONTH FOLLOW-UP RESULTS

Six-month follow-ups conducted through June 2011



Includes only youth who received at least 60 days of service. Of the 429 youth served, 158 had been discharged more than six months as of June 2011. Surveys were completed with 90 (Response rate = 57%).

REAL SUCCESS FOR REAL FAMILIES

The Williams Family

“Father fights nearly 8 years to regain kids” was the Aug. 1, 2010, headline on the Atlanta Journal Constitution’s story about Donald Williams and his struggle to bring his children home.

Mr. Williams’ two daughters came home in 2010 after eight years in foster care, but his son, Donald Jr., had an even tougher road. Donald Jr. was 5 when he was taken into foster care because his mother had left the children unattended. He behaved badly and was placed in a psychiatric hospital.

Donald Jr. and his sisters, Antoinette and Khadijah, were identified as children who had been in state custody the longest under the *Kenny A.* lawsuit settlement. Soon after Youth Villages began work in the state, Youth Villages Family Intervention Specialist Angela White was assigned to the case.

Angela was able to help Mr. Williams find safe housing, gain employment and overcome a substance abuse problem. His girls were released to come live with him, but Donald Jr. still was hospitalized.

For almost two years, Angela accompanied Mr. Williams on weekly visits with Donald Jr. at the residential campus. Little by little, she convinced officials to let Donald Jr. come home. First there were community passes, then his first visits to Mr. Williams’ home. Donald Jr. was released on Dec. 21, 2010, and the family was able to celebrate their first Christmas together since 2002. In February, Judge Bradley Boyd, with tears in his eyes, gave full custody of Donald Jr. back to his father.

Angela continued to work with the family as Donald Jr., at 14, began public school for the first time and learned to interact with others outside an institution.

Donald Jr. was discharged from Youth Villages’ programs on Aug. 31, 2011.





Spencer

Spencer's parents knew something was terribly wrong when they saw their 3-year-old son wash his hands more than 20 times in a row, scrubbing them hard.

There were other warning signs, too. The little boy was impulsive and often got into trouble. His family took him to a psychiatrist. Spencer was diagnosed with obsessive compulsive disorder and ADHD. He started taking medication to help him take control over his mental health issues. The medication helped, but as Spencer grew up, his problems grew as well. There always seemed to be something going wrong at home or at school. Then, as a young teen, Spencer was caught stealing a computer.

He was placed into residential treatment. There, he stole another computer and got into more trouble. Once he returned home, he stole a third computer from a family friend. Each time, his parents urged that charges be pressed, so that he would learn about consequences.

This time, the judge sent Spencer to a juvenile justice program at the Youth Villages-Inner Harbour Campus for help. There, Spencer made deep connections with several staff members. When another kid stole from him – clothes, electronics and even underwear – something clicked for Spencer. He didn't want to be here; he didn't belong here. He realized he had something many of the other teens in the program didn't have – a loving family who visited him regularly and just wanted him to do well and return home.

He started working hard on his treatment for impulsivity. Eventually, he went home with Youth Villages' intensive in-home services program. His counselor visited the family three times a week and was available to them 24/7. The counselor worked with Spencer on his impulsivity and worked with the entire family to enhance their strained relationships. One of Spencer's siblings resented Spencer for causing problems and for taking up so much of their parents' time and the family's resources.

Spencer and his family slowly rebuilt their relationship in family therapy, learning not to push each other's buttons and how to communicate their needs. Their family life became better and better. Spencer started doing well in school and helping around the house.

"He's the perfect son," his mother says. "You wouldn't believe how things are now in comparison to what they were like. He helps around the house without needing to be asked. He doesn't argue. He's the perfect gentleman."

Things have changed for Spencer. He is happier now. He has his behaviors and his obsessive-compulsive disorder under control, and he can live the life he wants to lead. He has goals of going to college and majoring in criminal justice.

"I've been on one side of the law, and now I want to be on the other," he says.



REAL SUCCESS FOR REAL FAMILIES

Sharodney

Sharodney's a typical teenager.

He enjoys spending time with friends, participating in school activities and keeping his Facebook page current. He also struggles with the same issues many teens have – self-confidence and self-esteem.

In Sharodney's case, his issues became more serious.

"I was very disrespectful to my mom and we didn't get along," he said. "I didn't want to be at home. I didn't like myself and I didn't have any self-esteem."

Sharodney was referred to a residential center for runaway and self-harming behaviors. He threw temper tantrums and didn't know how to cope effectively with frustration. His residential stay went well, and after returning home, Sharodney and his family received Youth Villages' Intercept intensive in-home services. Family Intervention Specialist Angela White was their counselor. She worked individually with Sharodney and also with Shiray, his mother.

Intercept family intervention specialists provide family services, meeting with youth and their family an average of three times each week and remaining on call around the clock. Services are customized to each family to meet individual needs best.

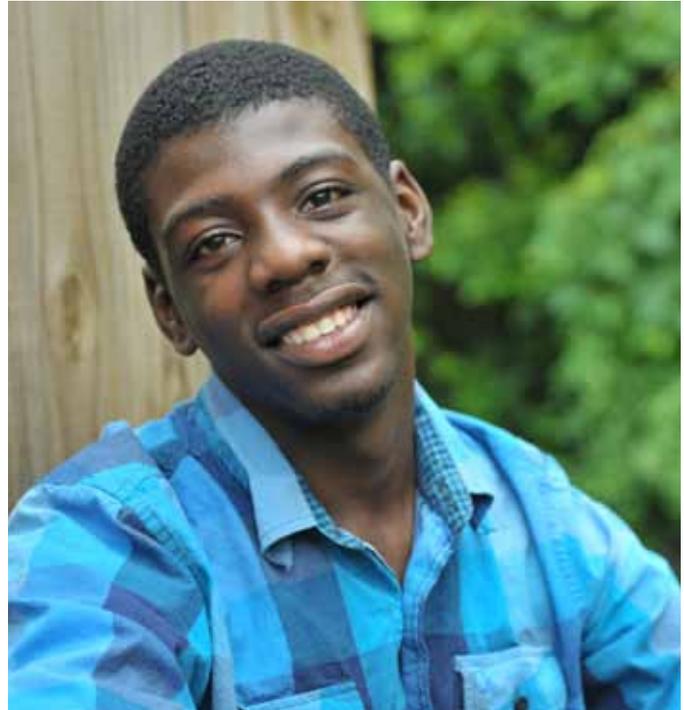
"Angela helped me out tremendously," Shiray said. "I could call her at any time, day or night, and she would help me out. She was awesome."

Angela helped Sharodney understand his behavior and what caused it. She worked with the family to establish rewards and consequences, and, most importantly, she worked to foster those innate bonds a mother and son have. Sharodney, who initially planned to quit school and enter a GED program, is back at school. He's participating in school activities and has plans for a positive future.

"I love my mom," Sharodney said. "Youth Villages helped us a lot."

Angela insists the family did the work on their own, she simply guided them at crucial moments.

"They don't have to work at it now," Angela said. "Mom is empowered in the home. They're a family, and it's natural now. Sharodney's gone from A to Z with his behavior and they are successful."



YOUTH VILLAGES' APPROACH

The Five Core Tenets of Evidentiary Family Restoration™



Evidentiary Family RESTORATION

1. Evidentiary Family Restoration treats children and families simultaneously.

Evidentiary Family Restoration is built on the evidence that sustainable long-term success for troubled children is most consistently achieved by restoring a supportive family system around each child. It is optimally the child's original family. It may be an adoptive family. Whatever form the family takes, it is the vital element for preventing recidivism and destructive behaviors.

2. Evidentiary Family Restoration requires measurable long-term outcomes.

For too long, the national systems that serve troubled children and their families, including the children's mental health, child protective and juvenile justice communities, paid little attention to the long-term outcomes of children. Warehousing troubled children creates troubled young adults. Using an EFR approach with their families, however, significantly increases the likelihood that they are still on positive trajectories even two years after discharge. Tracking every child and documenting successful outcomes 12 and 24 months after discharge are critical components of EFR.

3. Evidentiary Family Restoration is sustained in the community.

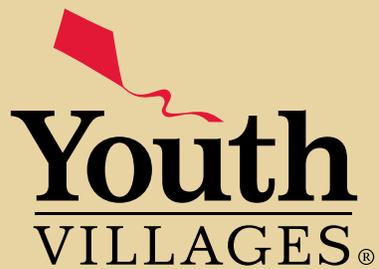
Families vastly outperform states or service providers at raising children. EFR keeps children in the home whenever safely possible and ensures out-of-home placements – including foster care – are rare, short-term, actively inclusive of the child's family and used only out of urgent necessity ... all with the ultimate goal of returning the child to a safe, permanent and supportive home as soon as possible.

4. Evidentiary Family Restoration uses highly intensive protocols that are delivered 24/7.

A key element of EFR's effectiveness is the delivery of a comprehensive, research-based and immersive level of contact with the child, family and community. This is possible only through very low caseload ratios, intense training and clinical oversight, and empowered, accountable front-line staff on call 24 hours a day, seven days a week.

5. Evidentiary Family Restoration delivers unprecedented accountability to families and funders.

Increasing pressure for fiscal accountability nationwide has driven much of the interest in EFR because the approach ensures that any public or private resources expended deliver proven social outcomes. Data-driven and outcomes-focused child services are moral obligations not only to the children served but also to the public and private dollars of which states, agencies and providers are stewards. For families and funders both, EFR provides a single source of accountability for a family's success.



GEORGIA

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