

The Power of CQI Collaboration

Leveraging the strengths of your partners in
the CQI process – an example from the Youth
Transitions Partnership implementation

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Presenters



Jennifer Uldricks
SSA YTP Evaluation
Lead

Aron Sumii
YTP Coach Supervisor

Laura Packard Tucker
Researcher, YTP
Evaluator

Agenda

- Description of YTP's history, partners, and comprehensive service model
- Establishing and evolving YTP's CQI process
- Examples of problems tackled by the CQI group
- Discussion – Integrating partners in your CQI process – barriers and successes

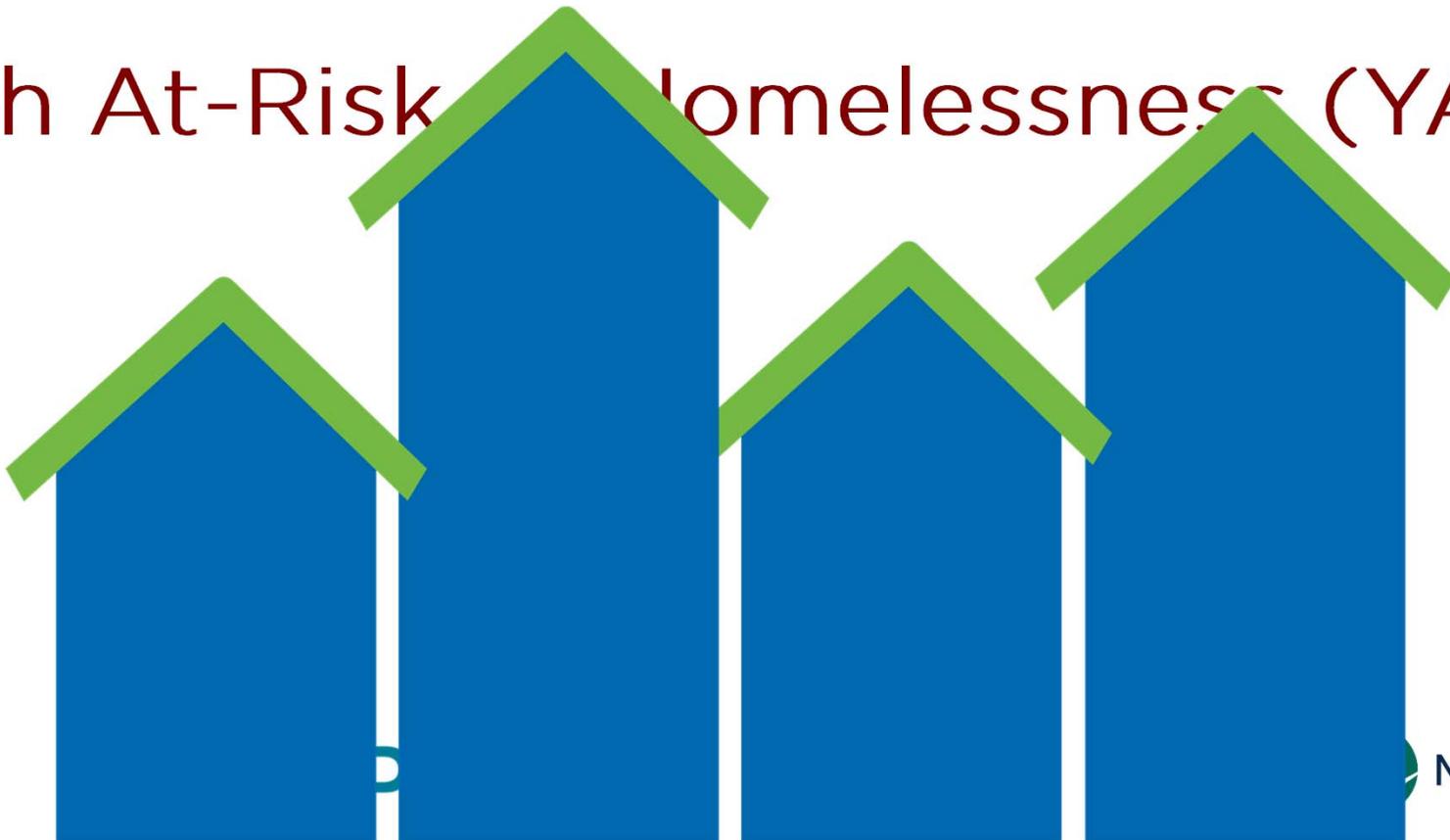
YTP Partners



YTP's service model

History, theory of change, components, partnerships, program trajectory, and supports

Youth At-Risk Homelessness (YARH)



Mathematica
Progress Together

About YARH

- Youth and young adults with child welfare involvement face significant challenges in their transition to adulthood, which increases their risk of becoming homeless.
- To build the evidence base on what works to prevent homelessness for those who have been involved in the child welfare system, the Children's Bureau funded this multiphase grant program.
- In September 2013, the Children's Bureau awarded 18 grantees two-year planning grants (YARH Phase I) to develop a comprehensive service model that identified the changes needed in the local child welfare system.
- In September 2015, the Children's Bureau awarded implementation grants (YARH Phase II) to 6 of the 18 grantees. The goals of Phase II are to fine-tune, implement, and test the comprehensive service models developed in Phase I.



Motivation for YARH



50% find gainful employment by age 24



25% suffer direct effects of post-traumatic stress disorder after leaving foster care



36% of homeless youth have been in foster care at least once



19% have been homeless in the past two years



56% of 19-year-olds have employment-related experience



57% of 19-year-olds have a diploma or GED



23,000 age out every year



89% have a positive adult connection at age 19



52% are enrolled and attending educational programming at age 19



YARH goals

YARH has two main goals:

- The first is to design comprehensive service models intended to prevent homelessness among youth and young adults involved in the child welfare system.
- The second is to test these models to build the evidence base on promising strategies that support these youth.



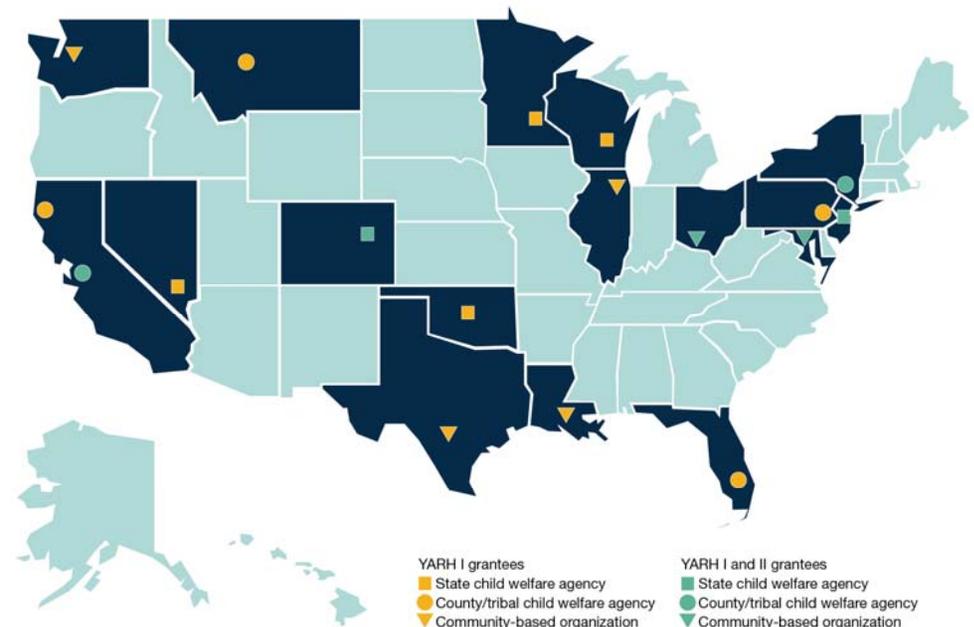
Where is YARH?

The YARH grantees represent a diverse array of geographic areas and organizations:

Phase I grantees are located in 17 states across the nation.

Phase II grantees are located in 6 states.

Phase III of YARH will continue to provide support to organizations from Phase II.



Focal populations and outcomes

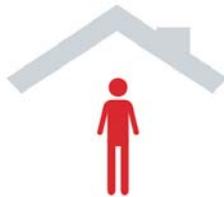
Population



Adolescents who enter foster care between ages 14 and 17

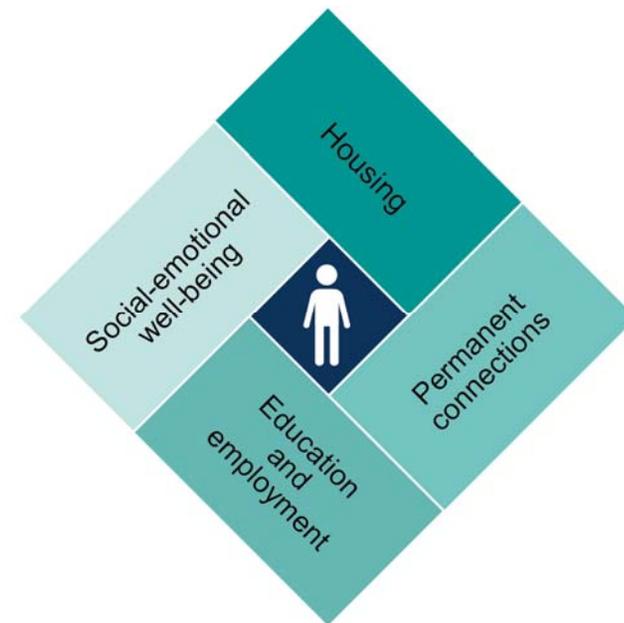


Young adults aging out of foster care



Homeless youth and young adults with foster care histories, up to age 21

Outcomes



YARH -> the birth of YTP

Alameda County was awarded a planning grant in 2013 (YARH Phase I) and an implementation grant in 2015 (YARH Phase II).

Locally, our YARH program is know as the **Youth Transitions Project**, or...



Many **transition age youth in foster care** in Alameda County **experience or are at risk for homelessness despite a rich array of services** to support youth while in foster care.



Disconnect between demonstrated need and service completion among these youth is due to a (1) **lack of service coordination**, (2) **inconsistent pathways to services**, and (3) **barriers to engagement and persistence in services** due, in part, to complex trauma



YTP is an innovative model of **service coordination, intensive case management**, and individualized supports including **Dialectical Behavioral Therapy** that is intended to **transform and increase the ability of youth to engage with those support systems**



Youth in YTP **gain DBT skills, increase both their participation and persistence in the service array, complete goals** and **demonstrate improvements in 4 key outcome areas**: housing, education/employment, social and emotional well-being, and permanency



YTP's Theory of Change



YTP's Core Components



Intensive case management w/ a YTP Coach

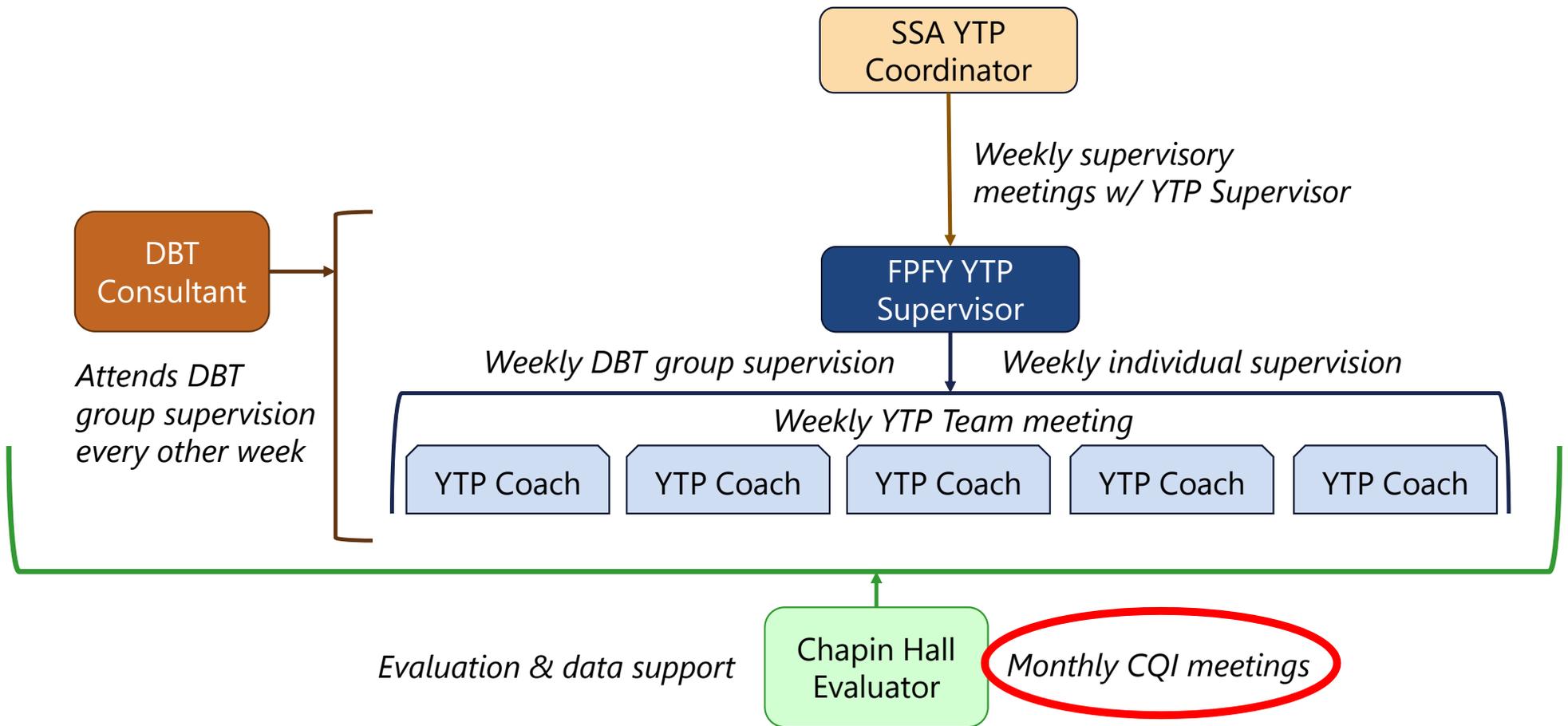
- Caseload at 1:13 or below
- Regular, in-person meetings with youth
- Practical and emotional support to help youth achieve goals



Dialectical Behavior Therapy (DBT)

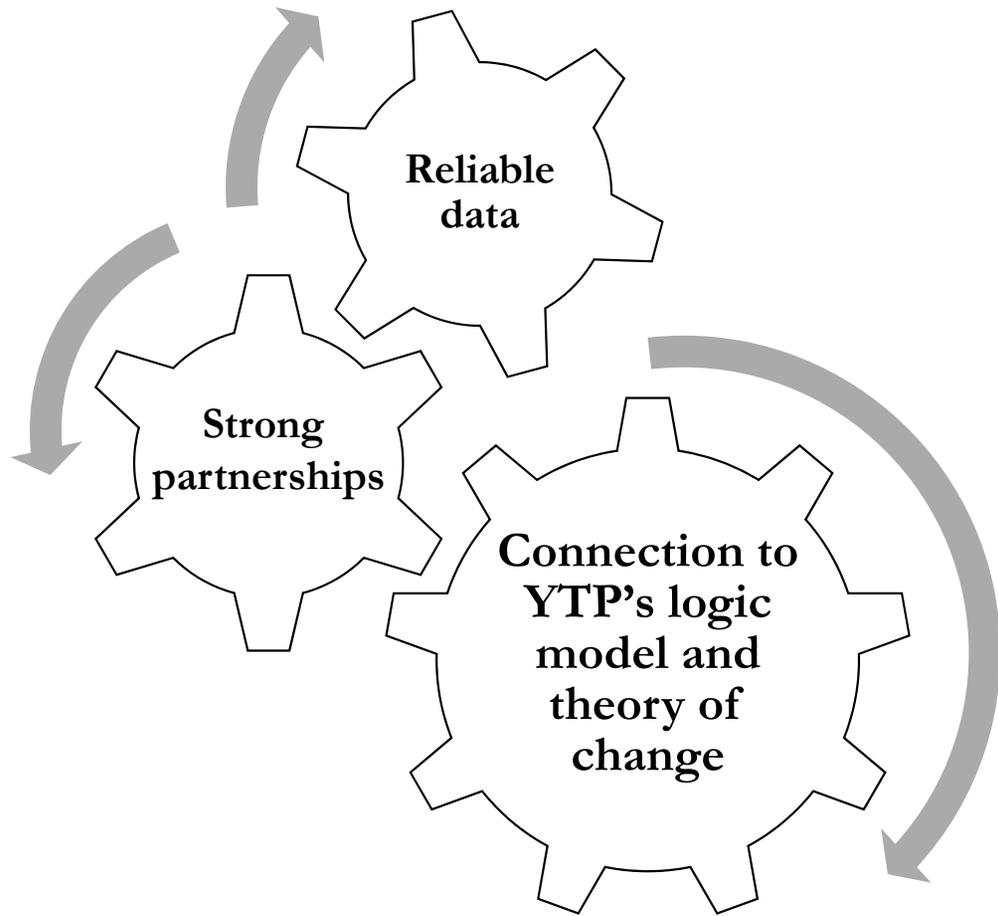
- An evidence-based cognitive behavioral therapy
- Weekly skills groups and phone coaching for youth
- DBT consultation for coaches

YTP Implementation Supports



YTP's CQI Process

Hour-long monthly call where the project partners meet to **review a dashboard of key metrics and discuss other programmatic issues** as detailed on the ever-evolving agenda.



YTP Partner Discussion

Initial CQI challenges



What were your greatest challenges when we began our CQI process?

Partner Strengths



Alameda County SSA

- Program developer
- Knowledge of county service context & admin. data
- Strong evaluation team



First Place for Youth

- Program provider
- Data-driven organization
- Reliable program database



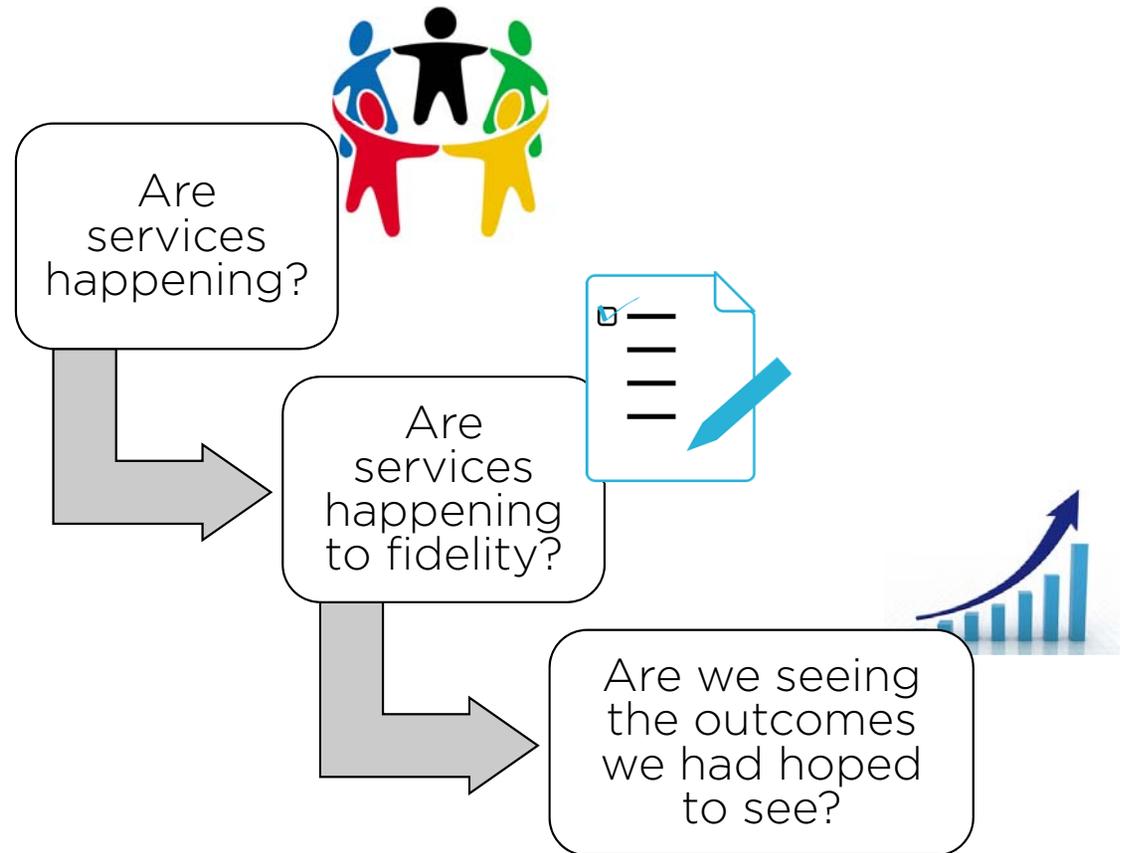
Chapin Hall

- Formative evaluation lead
- National CQI Expert
- Expertise processes and analyzing program & admin. data

CQI progression

Questions, topics, and analysis evolved.

Shared language was created at the very beginning.



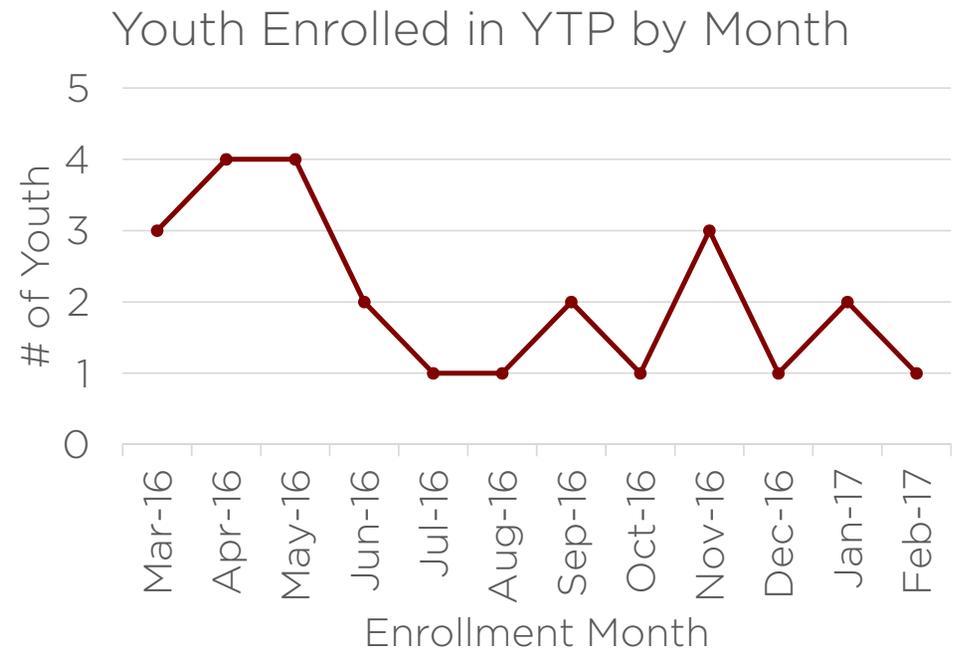
CQI Challenge #1

Youth Enrollment

Are services happening?

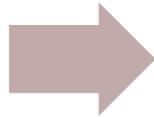
CQI Challenge #1 - Youth Enrollment

- Enrollment and services began in **March 2016**
- Lower enrollment numbers than anticipated
- Average of **1.5 youth enrolled each month** from Jun 2016 – Feb 2017



Collaboration to improve enrollment

We observed lower enrollment numbers than anticipated.



We thought it was because...

- Evidence provided by enrollment metrics on monthly CQI dashboard

- Evidence generated by:
 - Interviews
 - Youth focus groups

Collaboration to improve enrollment

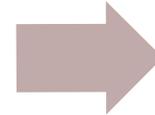
We observed lower enrollment numbers than anticipated.

- Evidence provided by enrollment metrics on monthly CQI dashboard



We think it was because we lacked the needed capacity for the enrollment process

- Complex process pathways
- Consistent follow-up required
- Insufficient enrollment process data

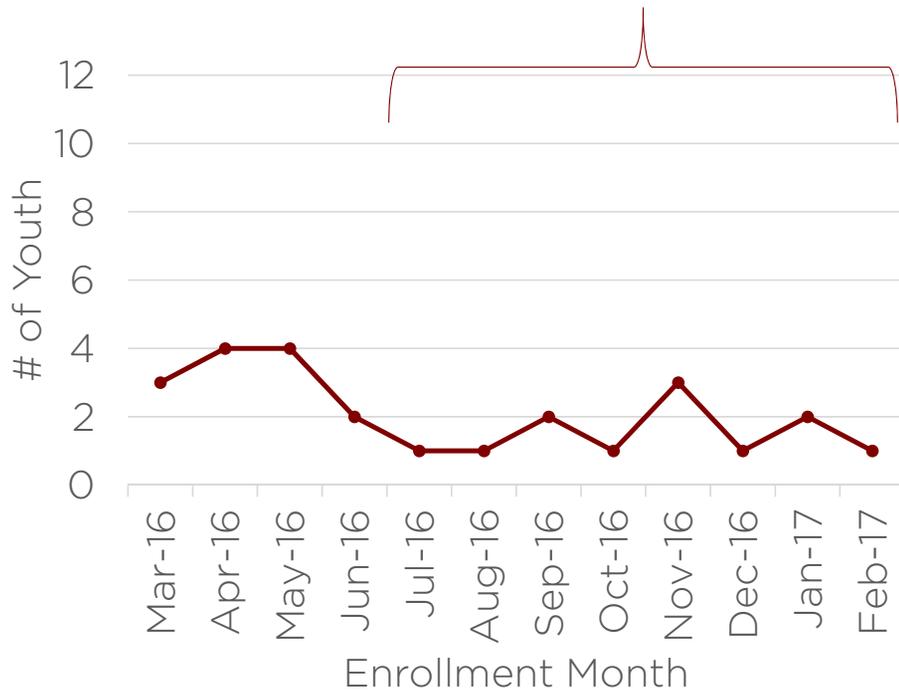


So we planned to hire a full time enrollment specialist

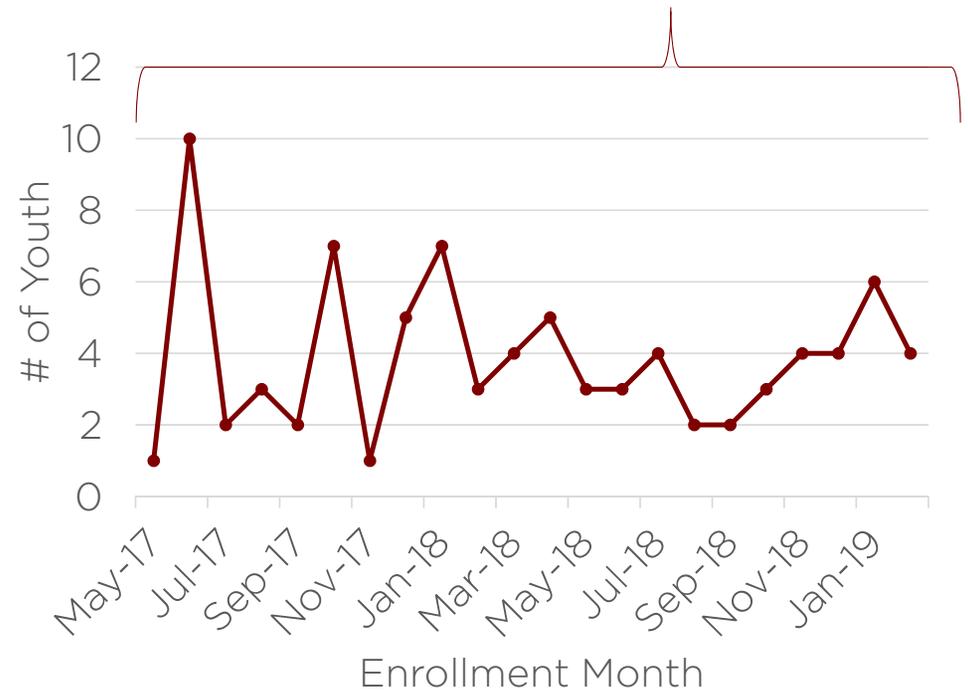
- Enrollment specialist hired in May 2017

Change in Youth Enrollment #s

PRE-MAY 2017 *Monthly avg. 1.5 youth*



MAY 2017 ONWARD *Monthly avg. 3.9 youth*



Group Discussion

Who are your partners in CQI work?

What assets do they bring?

What barriers exist to collaboration?

How do you set yourself up for successful collaboration?

CQI Challenge #2

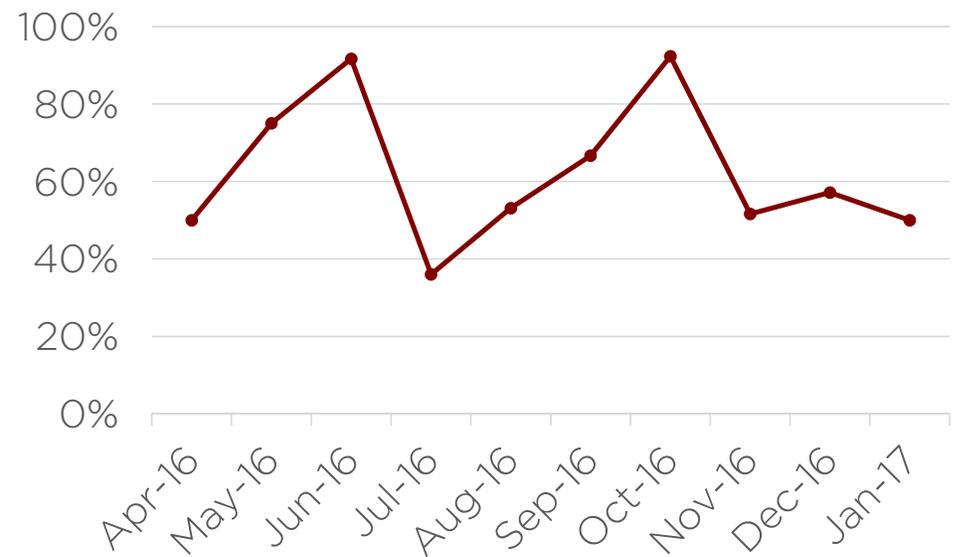
DBT Attendance

Are services happening to fidelity?

CQI Challenge #2 – DBT Attendance

- **Weekly DBT skills groups** is a key component of YTP
- Youth progress through **3 modules twice** over ~14 months
- **64% average monthly attendance rate** from April 2016 to January 2017

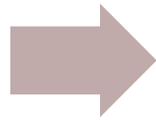
Proportion of Youth DBT Session Invites which Resulted in an Attendance



Collaboration to improve DBT attendance

We observed lower attendance rates than desired.

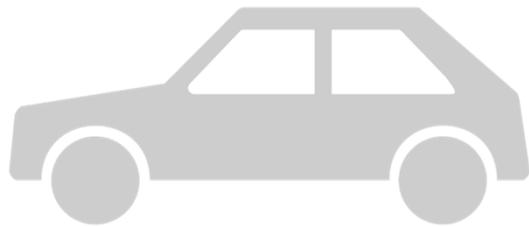
- Evidence provided by monthly attendance metrics on monthly CQI dashboard



We thought it was because...

- Evidence generated by:
 - Youth surveys
 - Coach feedback
 - Literature review
 - Attendance analysis
 - Youth focus groups

DBT Youth Survey Findings



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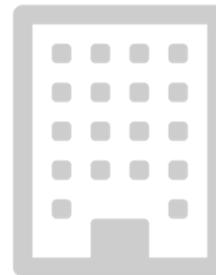
cited transportation as a barrier to attendance

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who had attended a DBT session received assistance with transportation

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cited a preference for another location



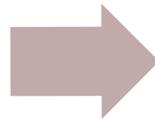
Other barriers cited:

- *Work & school*
- *Location & time*
- *Childcare*
- *Other commitments*

Collaboration to improve DBT attendance

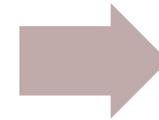
We observed lower attendance rates than desired.

- Evidence provided by monthly attendance metrics on monthly CQI dashboard



We think it was because youth needed more supports and easier access getting to group.

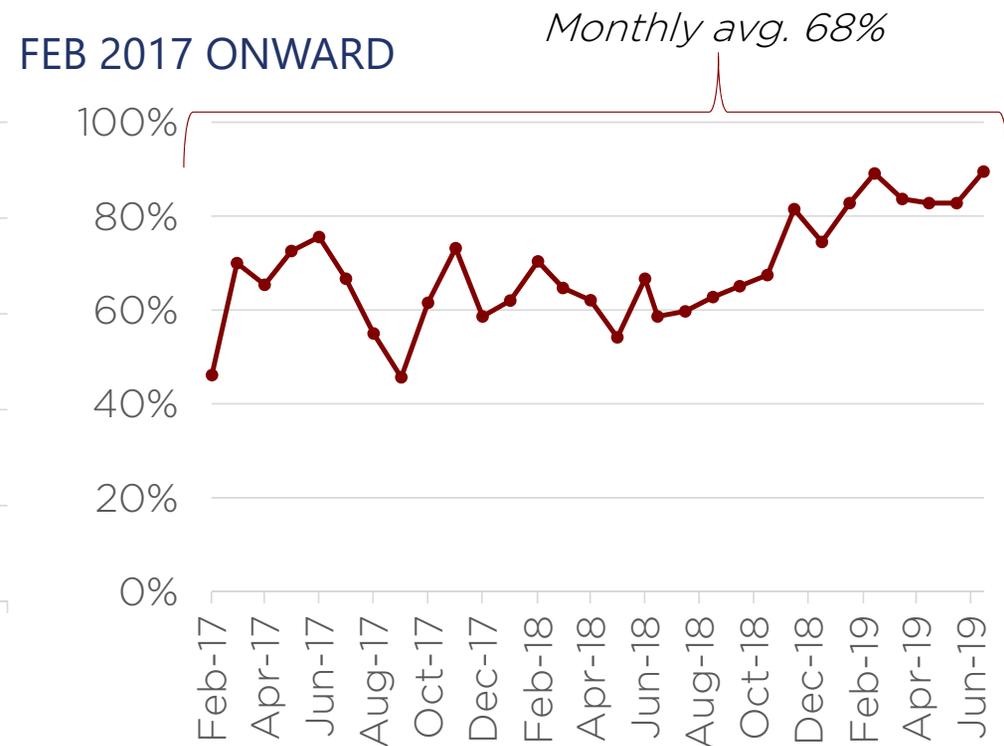
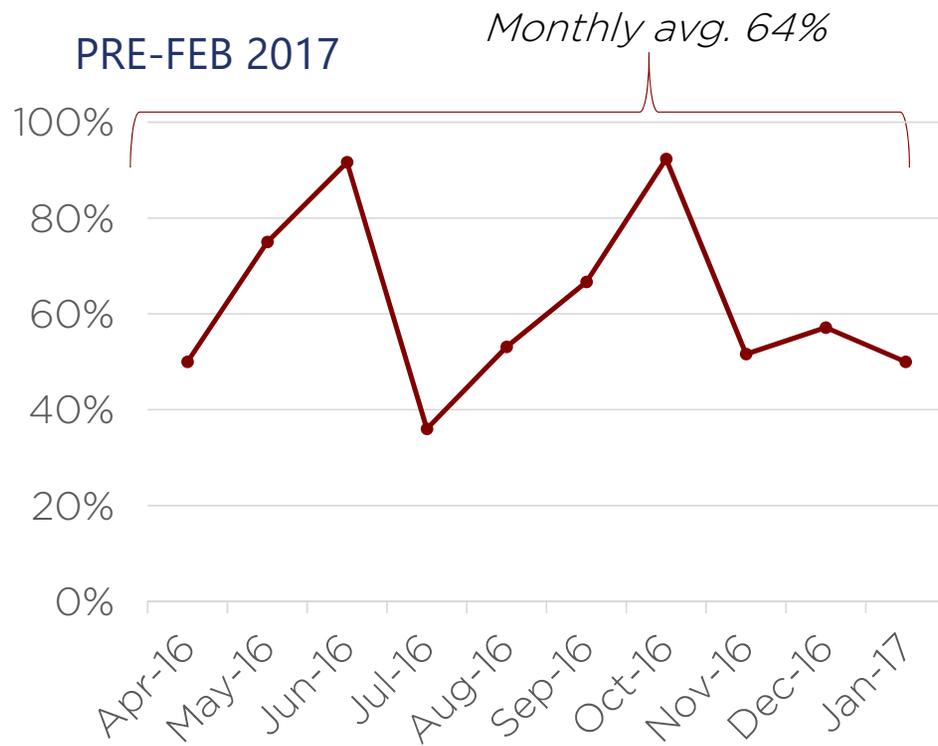
- Youth cited a preference for a new location
- Youth cited transportation as a barrier to attendance



So we planned to add a new location and increase transportation supports

- New location added
- Coaches continued providing rides
- Offered Lyft codes
- Increased incentives

DBT Monthly Attendance Rate



DBT Attendance: Next Steps

COACH DBT SURVEY



- Weekly for 4 weeks
- How many youth were invited to DBT last week?
- Why were youth not invited?
- How many youth attended DBT last week?
- Why did youth not attend?

YOUTH DBT SURVEY



- Weekly for 4 weeks
- Were you invited to DBT last week?
- Did you attend?
- Why or why not?
- Would you prefer a different location?

CQI Challenge #3

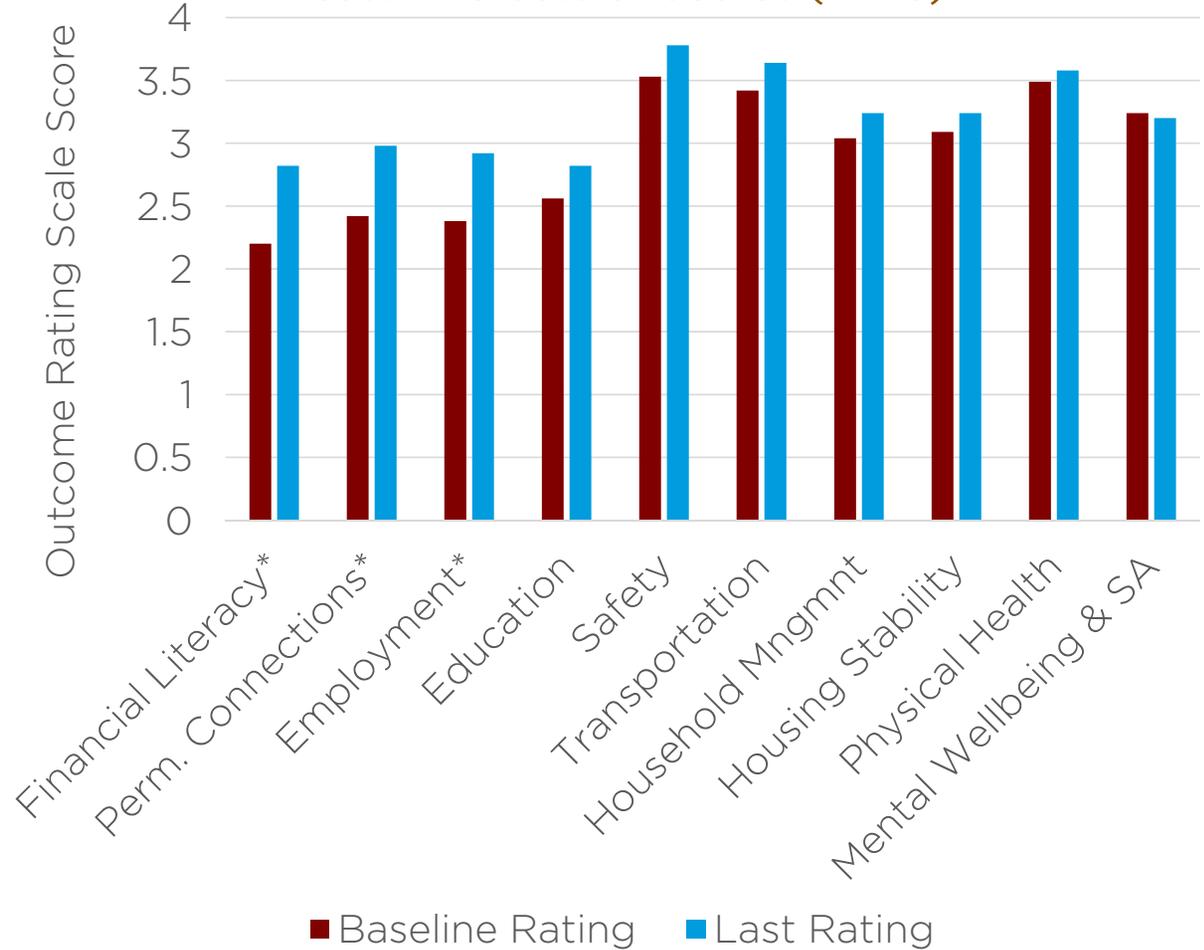
Outcome Tracking

Are we seeing the outcomes we had hoped to see?

CQI Challenge #3 - Outcome Tracking

Formative evaluation findings revealed positive trends in short-term outcomes.

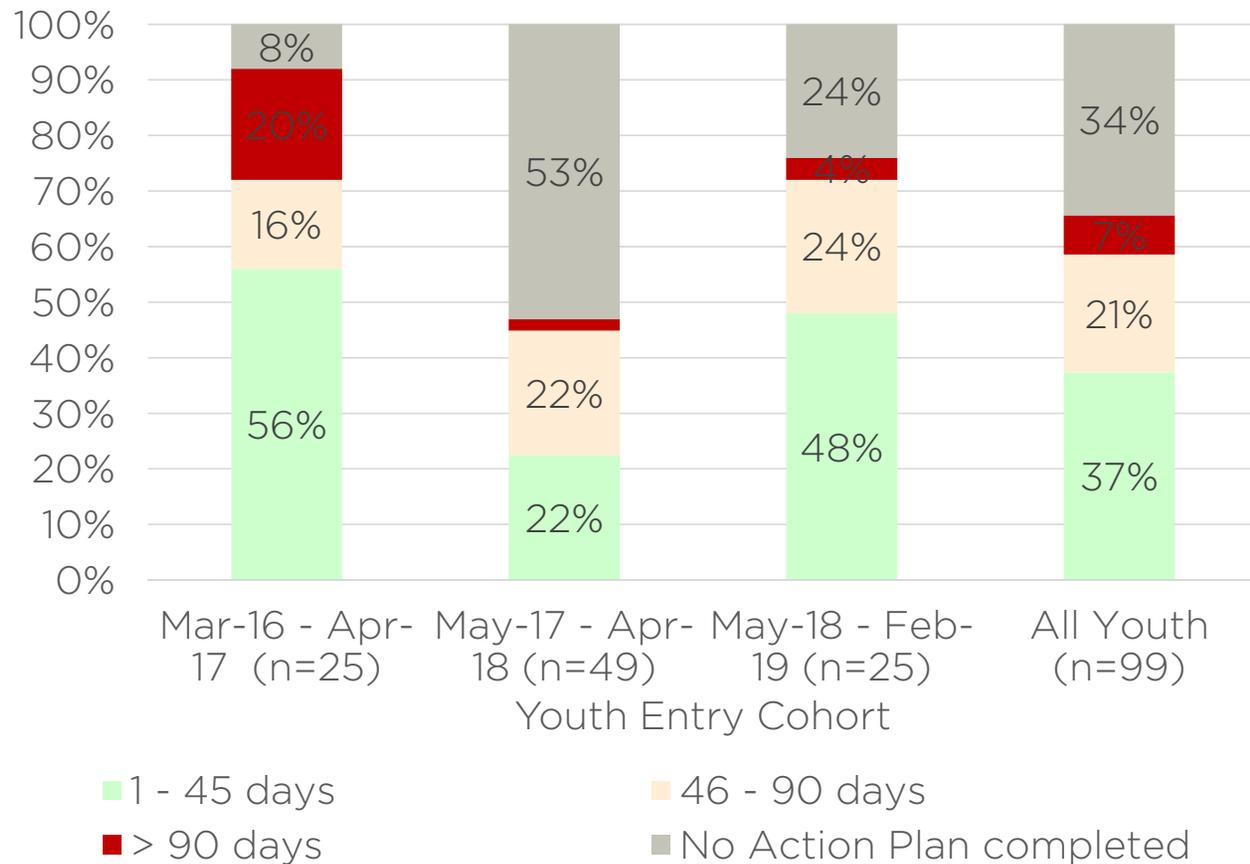
Mean Outcome Ratings Scales Scores for Youth with At Least Two Sets of Scores (n=45)



CQI Challenge #3 - Outcome Tracking

But, Action Plans and Assessments were not being completed as frequently as intended.

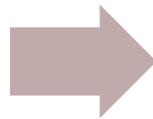
Initial Action Plan Timing from Enrollment by Entry Cohort



Collaboration to improve Action Plan and Assessment completion

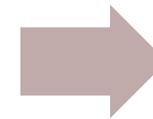
We observed lower measure completion rates than desired.

- Evidence provided by formative evaluation report

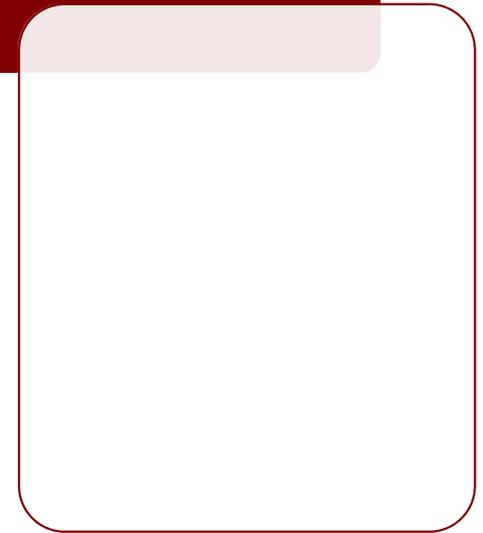


We thought it was because...

- Evidence generated by:
 - Monthly review of measures due and completed
 - Discussion about reasons for non-completion
 - Coach interviews (upcoming)



So we plan to ...



What's next for YTP?

Possible program expansion

- YARH-3
- Geographic expansion opportunities
- Population expansion opportunities

Continued CQI

- Upcoming qualitative data collection
- Tackling improving youth engagement
 - Enrollment
 - In program

Questions & Discussion

- What CQI challenges pose the greatest challenge for collaboration?
- What strategies have you used to successfully bring partners together in the CQI process?

For More Information

For YTP Questions,

- Jennifer Uldricks, Alameda County, Social Services Agency
uldrij@acgov.org
- Aron Sumii, First Place for Youth
asumii@firstplaceforyouth.org
- Laura Packard Tucker, Chapin Hall at the University of Chicago
Ltucker@chapinhall.org

For General YARH Questions,

- Mary Mueggenborg, Office of Planning, Research, and Evaluation
Mary.Mueggenborg@acf.hhs.gov
- Catherine Heath, Children's Bureau
Catherine.heath@acf.hhs.gov
- Cay Bradley, Mathematica
CBradley@mathematica-mpr.com

