Final Report
MacArthur Foundation Models for Change Initiative
Grant Period: 4/1/2010 – 3/31/2013
King County, Washington

This report provides a final account of the work by King County and its Uniting for Youth (UfY) partners toward achieving the strategies for the grant period 4/1/2010-3/31/2013 in its Models for Change renewal application. It also represents the culmination of achievements and lessons learned since the inception of this consortium's participation in the Models for Change Initiative (MfC) in 2008. Over this period, the focus has been in three specific areas – Multi-System Collaboration and Coordination, Mental Health Collaboration, and Alternatives to Formal Processing and Secure Confinement. Before covering these areas, the next section highlights the structure and partnership behind King County's efforts.

Structure & Partnerships

King County Office of Performance, Strategy and Budget (PSB)
With the support of Uniting for Youth, King County through PSB is responsible for the supervision, control, and direction of activities within this grant. Within the King County Executive's Office, PSB was established to facilitate strategic planning, innovation, sustainability, and accountability across county government. For the past 15 years, PSB in its current and previous forms has supported juvenile justice reform efforts. Since 2007, it has provided coordination and support for Uniting for Youth.

Uniting for Youth: A Partnership of Youth-Serving Systems in King County
Uniting for Youth (formerly, King County Systems Integration Initiative) is a consortium of state and local youth-serving agencies, including County, State, and non-profit entities who have come together to examine and improve the coordination and collaboration of services for youth involved in the juvenile justice and child welfare systems and who may have behavioral health and/or and educational needs.

The member agencies of Uniting for Youth are committed to reforming the culture, policies, practices, programs and protocols that currently make up fragmented service systems for youth and families. A key focus of this multi-agency consortium is the link between child maltreatment, child welfare systems and juvenile delinquency and the numerous youth that are served simultaneously by both the juvenile justice and child welfare systems. Furthermore, most of these "crossover" youth need services and supports from the mental health, chemical dependency, and educational systems. Uniting for Youth was formed in recognition of the fact that child protection and well-being are the shared responsibility of many agencies, individuals, and institutions in the community.

The Executive Steering Committee, which is comprised of leaders from the juvenile justice and youth-serving agencies, has final decision-making authority for the direction of the collaborative. The participating organizations on the Executive Steering Committee are listed below.
- Casey Family Program
- El Centro de la Raza

- Institute for Family Development
- King County Department of Adult and Juvenile Detention
- King County Department of Community and Human Services, Community Services Division
- King County Department of Community and Human Services Mental Health, Chemical Abuse, and Dependency Services Division
- King County Department of Community and Human Services Office of the Public Defense
- King County Office of Performance, Strategy and Budget
- King County Prosecuting Attorney's Office
- King County Superior Court – Juvenile Court Services
- Puget Sound Educational Service District
- Seattle/King County Public Health
- Washington State Attorney General's Office
- Washington State Department of Social and Health Services Children's Administration
- Washington State Department of Social and Health Services Developmental Disabilities Administration
- Washington State Department of Social and Health Services Juvenile Justice Rehabilitation Administration
- Seattle Police Department
- Community Advisory Board Members (Parents and Youth)

The Executive Steering Committee is actively involved in directing the work of Uniting for Youth. It develops work plans, guides the composition of subcommittees, sets expectations and goals, and closely monitors progress. Four subcommittees – Protocol, Cross-System Training, Education/PathNet, and Evaluation – report to the Executive Steering Committee. These subcommittees gather information, analyze data, make recommendations, and develop action strategies that support the goals of Uniting for Youth. Participating agencies provides staff representation and expertise to subcommittees or ad hoc teams. This participation amounts to a considerable investment of staff time devoted to the work of Uniting for Youth and the Models for Change Initiative.

Strategic Opportunity for Technical Assistance: Multi-System Collaboration and Coordination (MSCC)

Like many other jurisdictions, King County experiences the "cross-over" youth phenomenon. Too many youth are coming into contact with both the child welfare and juvenile justice systems simultaneously or transition from one to the other. The 2011 report "Doorways to Delinquency: Multi-System Involvement of Delinquent Youth in King County" sponsored by Uniting for Youth and funded by Models for Change indicated that about two-thirds of the youth on probation in King County had some contact with the child welfare system. Emerging research nationally also establishes the connection between child abuse and neglect and the onset of juvenile delinquency. These findings reinforce the need for multi-system efforts to identify and address barriers to effective coordination of practices and services that prevent deeper system involvement and support better outcomes for crossover youth and their families.

Uniting for Youth has developed a resilient collaborative focused on the vision that these youth-serving systems and the community share responsibility for creating a coordinated and seamless response to youth and families in crisis. To achieve this vision, it has developed the following goals:

- **Promote Healthy Communities**: Promote the ability of systems to engage and improve youth's education, health, well-being and futures.
- **Diversity and Youth/Family Engagement**: Embrace and value the inclusion of diverse youth, families and agencies in our comprehensive strategy, planning and projects.
- **Multisystem Collaboration, Training and Information Sharing**: Identify and create opportunities for professionals in the youth-serving systems to work together effectively and communicate across systems.
- **Data Driven Decision Making**: Improve outcomes for multisystem involved children, youth and families through in-system and cross-system data collection and analysis directed towards system reforms. The following section highlights progress on the strategies outlined in King County's renewal grant application.

Guided by this vision, Uniting for Youth has developed, implemented and tracked the following strategies.

MSCC Strategy 1: Provide ongoing coordination and support of the King County Uniting for Youth by hiring a full-time Systems Integration Coordinator.

Purpose:
The Systems Integration Coordinator serves as the day-to-day point person for Uniting for Youth. The position often takes the lead in organizing, tracking, and supporting the ongoing work of designing, testing, and implementing protocols and practices for serving crossover youth.

Progress/Accomplishments:
The Systems Integration Coordinator has a continual impact on the work of Uniting for Youth. The Coordinator provided overall project management support to the Executive Steering

Committee and many of the standing committees through organizing agendas, drafting work plans, and supporting progress between meetings. The Coordinator also reported regularly on the progress of the grant to the Center for Children &Youth Justice (CCYJ) and participated in MfC and CCYJ sponsored meetings. The overall conclusion of the Executive Steering Committee is that the progress on MfC grant strategies made over the past year would not have been possible without the support of this position.

Over the past year, the Coordinator has also maintained an active role in complementary initiatives through continuing to share and promote the progress, outcomes, and products of Uniting for Youth. This role has supported a direct line of communication and collaboration. These initiatives include:
- *Juvenile Detention Alternatives Initiative (JDAI)*: The Coordinator has worked to leverage community engagement and Disproportionate Minority Contact (DMC) reduction efforts.
- *Statewide Disproportionality Coalition*: The Coordinator is helping to ensure Uniting for Youth's renewed focus on reducing DMC aligns with the Coalition's work and can heighten the discussion and actions on DMC through better cross-pollination of ideas,
- *Kinship Collaborative*: The Coordinator's participation is supporting the collaborative's efforts to leverage resources of partner agencies in a more effective manner.
- *Washington State Integrated Case Management (ICM) Pilot*: The Coordinator's participation has provided the opportunity for shared learning across jurisdictions and for supporting efforts to move toward a standard approach of implementing ICM across the state.

Sustainability:
The Executive Steering Committee of Uniting for Youth considers sustaining funding for the coordinator position a high priority. For the remainder of 2013, it has implemented an approach to share funding for the position across Children's Administration within Washington State Department of Social and Health Services, King County Superior Court, and the Office of Performance, Strategy and Budget. These parties are in the process of renewing this approach for 2014.

MSCC Strategy 2:   Support an Ongoing Structure for Leaders from Youth-serving Systems to Coordinate and Guide King County's MfC Strategies, including Systems Integration Protocols, Mental Health and PathNet.

Purpose:
This strategy was added to acknowledge the ongoing structural needs for multi-system collaboration and coordination in King County. Uniting for Youth Executive Steering Committee consists of leadership from youth-serving systems and meets monthly to identify cross-system gaps and issues, develop potential solutions, resolve barriers and monitor implementation. With the support of the Systems Integration Coordinator, Center for Children and Youth Justice, and Child Welfare League of America, the Executive Steering Committee coordinates and guides the MfC strategies.

Progress/Accomplishments:
With the support of the Systems Integration Coordinator and leadership from its chairs, the Uniting for Youth Executive Steering Committee continues to be an active and engaged collaborative. Throughout the grant period, the Executive Steering Committee met monthly, providing coordination and guidance on MfC strategies. One of the lessons learned during the current financial and budget crisis is the value of making the time for members to support each and stay committed to what has been built. Another lesson learned was the importance of having the structural support through transition of key roles in the partnership. The Committee also believes that, while its current structure and approach is working well, it must continue to inform and engage with a broader group of stakeholders and related initiatives to maintain visibility and support.

Uniting for Youth Executive Steering Committee continued its role in supporting progress on Mental Health Targeted Area of Improvement (TAI) even though King County is not receiving direct funding in the renewal grant. The Children's Mental Health Planner, a member of the Committee, oversees this work. Examples include:

- Uniting for Youth partnered with Seattle Police Department to produce information that would assist law enforcement response to crisis calls, providing appropriate options on the front end to refer families to instead of detention. The services include: Secure Crisis Residential Center (Spruce Street), Children's Crisis Outreach Response System (CCORS), YouthCare (Bridge Program for Commercially sexually Exploited Children), Family Reconciliation Services (FRS), and Step-Up (Domestic Violence Program). An interagency team developed a training video, brochure and reference card for law enforcement.
- The Executive Steering Committee is supporting dissemination and training surrounding the Information Sharing Guidebook.
- Mental Health and Chemical Dependency County personnel engage in developing, updating, and presenting the cross-system training provided to line staff, supervisors and managers in all youth-serving systems.
- A Mental Health Plan report was developed that integrated an analysis of the behavioral health needs of cross-system youth and serves to guide ongoing work in this area.

Please refer to Appendix A for highlights of progress and accomplishments under the Mental Health TAI.

Sustainability:
For nearly ten years, the Executive Steering Committee has been an effective structure to direct the work of Uniting for Youth. With the support of the Models for Change Initiative, the Committee was able to accelerate the pace of its work as noted throughout this report. To maintain this momentum, the Executive Steering Committee has taken several concrete steps over the past year:
- Maintained monthly meetings where it provided oversight and direction despite transition and budget cuts to its members;
- Completed an update of its vision, mission, and goals and finalized its Memorandum of Understanding through 2015;
- Initiated and completed an implementation evaluation (See Strategy 8); and,

- Developed 2013-2014 work plans covering each subcommittee and the overall collaborative.

MSCC Strategy 3: Implement the King County Superior Court/Juvenile Court Services and Children's Administration Region 4[1] Division of Children and Family Services "Systems Integration Protocols."

Purpose:
A key strategy in King County's original application is the implementation of "Systems Integration Protocols" for crossover youth. These protocols set forth the framework for identifying youth involved in both the juvenile justice and child welfare systems, developing coordinated responses such as shared case plans, and ensuring coordination between the probation counselors and social workers throughout the implementation of the shared case plans.

Progress/Accomplishments:
Through support from its state partners, National Resource Bank (NRB) partners, and the Georgetown Center for Juvenile Justice Reform, Uniting for Youth 1) enhanced and tested a set of protocols and practices for crossover youth in a pilot area of King County and 2) trained other units to spread these through the rest of the county. The renewal grant allowed Uniting for Youth to complete the process of implementing these protocols and practices for crossover youth on a countywide basis.
- *Systems Integration Protocols*: Uniting for Youth has implemented a countywide process for training, joint unit meetings, identification of crossover youth (juvenile justice and child welfare), and shared case planning. During an 18 month period beginning in late October 201, over 300 crossover youth were identified and potentially benefitted from these protocols.
- *Protocol for Granting Social Worker Access to Youth in Detention*: The Juvenile Detention Division and Children's Administration attempted a procedure that expedites social worker access to crossover youth in the detention facility through maintaining a list of case workers cleared for access. Since this procedure proved too cumbersome to maintain a current list of case workers, a new protocol has been developed. Effective March 2013, the new protocol calls for granting access to social workers during normal visiting hours when they present a valid driver's license and State Identification badge.
- *Transportation of Dependent Youth from Detention*: Uniting for Youth partners have implemented across all units a process for transporting dependent youth from detention to the Child Welfare Office via taxi. This protocol allows social workers to focus on placement and service planning rather than spending hours on the road.
- *Crossover Youth Practice Model*:   Uniting for Youth has been participating in a national effort to develop and test a practice model for crossover youth that includes all key points where changes to practices and better coordination can improve outcomes for these youth. The work on this model not only supports implementing the above protocols but also brings attention to front-end contact before youth and families are more deeply involved in the juvenile justice process. A few of the front-end improvements are: new procedures for early identification of crossover youth, law enforcement training on crisis intervention resources as first responders, develop alternative community diversion

---

[1] Children's Administration revised their region structure and Region 4 is now Region 2 South

options, and assistance to congregate care facilities and schools to help standardize practices internally and reduce the use law enforcement.

Sustainability:
The System Integration Protocols are becoming a standard practice for working with crossover youth in King County. According to the recent UfY Implementation Evaluation, staff "reported seeing substantial improvements in the relationship between systems (child welfare and juvenile justice) over the last few years"[2]. The evaluation included several key recommendations for building on Uniting for Youth's progress on this strategy:

- Further increasing "knowledge and trust across systems";
- Exploring "better access to essential information across systems";
- Identifying crossover youth at the point of referral – an earlier point in the system than the point of filing; and,
- Tracking "implementation of protocols using data".[3]

The Executive Steering Committee incorporated these recommendations into the work plans for relevant subcommittees. For example, the Systems Integration Protocols Subcommittee is examining whether it can identify electronically or manually crossover youth at a pre-filing stage so that social workers can promptly act and potentially reduce or avoid time in detention.

Moving the crossover work upstream is also a priority for Uniting for Youth through outreach with individual school districts and other facilities that are potential feeders into the system. The approach is to identify practices and procedures that will allow crossover youth the best opportunity for success.

MSCC Strategy 4: Carry out a baseline data study to understand the magnitude of overlap between the juvenile justice and child welfare systems and the impact of multi-system involvement on youth outcomes.

Purpose:
With only rough prevalence estimates, Uniting for Youth made significant progress in its first several years. However, its work would have benefited from an in-depth analysis of the prevalence and characteristics of youth involved in the juvenile justice, child welfare, mental health, chemical dependency and educational systems. Such an analysis would assist the partners in Uniting for Youth in refining its strategies for crossover youth and developing new opportunities to better serve this population. In addition, by periodically repeating this analysis, Uniting for Youth can measure its progress over time.

Progress/Accomplishments:
Under the direction of UfY, the National Center for Juvenile Justice (NCJJ) completed in 2011 the first phase of the prevalence study, entitled "Doorways to Delinquency: Multi-System Involvement of Delinquent Youth in King County". The report would not have been possible without the support of Washington State Center for Court Research (WSCCR), the Center for Children and Youth Justice (CCYJ), and the research staff in the Office of Performance, Strategy

---

[2] Rinaldi, L. & Ashley, N., *King County Uniting for Youth Implementation Evaluation,* 2012, p. 20.
[3] Rinaldi and Ashley, p. 25-27.

and Budget. Overall, the results of this report provide an unprecedented picture of the prevalence of crossover youth and their characteristics. Moreover, the report creates a baseline for measuring future progress. UfY Executive Steering Committee disseminated the report to all collaborative partners, stakeholders and elected officials along with a cover letter from UfY.

UfY Executive Steering Committee has used this report to inform its next steps and work plans. Examples of how the report has influenced the work of UfY includes:

- *Domestic Violence Diversion*: Created a new process for assault 4 domestic violence cases so that youth have a shorter time to service coordination and better accountability of the incident.
- *Renewed Focus on DMC*: Elevated the discussion about the role of UfY in DMC work and created a specific work plan to address DMC at a systemic level for UfY while learning from the individual efforts within our partnership.

Sustainability:
While this report was a ground-breaking effort to better understand crossover youth, it represents the first step. UfY's vision for the prevalence study includes expanding the analysis to include a child welfare cohort and to incorporate data from behavioral health and education systems. (Note that NCJJ currently is working on a prevalence analysis of dependent youth.)   In addition, UfY seeks to replicate the report every two years as a way to measure overall progress in such areas as reducing the prevalence of crossover, improving outcomes for crossover youth, and reducing disproportionality. The UfY Evaluation Subcommittee has incorporated these goals into its work plan and will reach out to WSCCR, CCYJ, and other groups to address the challenge of finding resources to advance this work.

MSCC Strategy 5: Provide regular cross-systems training so that the leadership and staff within participating Uniting for Youth organizations can support the goals and strategies of Uniting for Youth.

Purpose:
Cross-systems training should encourage mutual ownership of crossover clients and collaboration among service delivery staff through addressing the fundamental mandates, funding constraints, mission, enabling legislation, and priorities of each participating agency.

Progress/Accomplishments:
During the grant period the Cross-System Training Subcommittee completed seven trainings and served well over 1,100 people representing over 60 agencies. The training format has evolved over the years based on feedback from participants and staff gathered through a revised evaluation form. One of the most notable changes during this grant period has been the addition of keynote speakers to address current issues service providers are facing. Examples of keynote speakers and topics include:

- John Tuell, Co-Director of the MacArthur Foundation Models for Change: System Reform in Juvenile Justice Initiative, speaking on a national perspective on improving outcomes for multisystem youth

- Swil Kanim of the Kanim Foundation, presenting on working with diverse populations in diverse ways, bringing in a Native American storytelling tradition
- Mohammad Fani, Director of Interfaith at the Cascadia Center of Camp Brotherhood speaking about breaking cultural barriers and the impact of religion on systems
- Laura Merchant, Associate Director of Sexual Assault and Traumatic Stress at Harborview Medical Center, presenting on understanding our children and the impacts of trauma.
- Tony Hansen, Program Coordinator of King County Employee Assistance Program, presented on impacts of trauma on service providers and strategies and techniques on self-care.
- John Hutchens, Trainer and consultant from Homebuilders presented on effective ways to engage families and kids.

The trainings continue to be a large part of the success of UfY to help inform staff about related youth-serving systems and encourage face-to-face interaction and networking amongst providers. Success is measured by tracking five training objectives: 1) Able to describe systems integration and identify the benefits to service providers as well as families. 2) Able to identify the fundamentals of the specified youth serving systems. 3) Able to describe available services within the specified youth-serving system including access and eligibility when applicable. 4) Able to identify methods to coordinate effectively with the specified youth-serving systems. 5) Able to understand the importance of information sharing and communicate better with other service providers. The Subcommittee is also offering continuing education credits (CEU) as an incentive for participation and to demonstrate the value of the training.

Sustainability:
The conclusion reached in the recent UfY Implementation Evaluation is that "It was clear from this evaluation that cross-system training was valued and important"[4]. The evaluation recommended exploring options to further expand the reach of the training. The evaluation findings and recommendations assisted the Cross-System Training Subcommittee in addressing several challenges that will allow this strategy to flourish in 2013 and beyond.
- *Funding*: Several UfY partners have agreed to share the costs associated with holding future trainings.
- *Attendance*: To maintain strong attendance at these trainings, UfY partners are working on approaches to encourage staff to attend. For example, Superior Court has mandated all juvenile probation counselors attend at least a half day session each year. Behavioral Health has added this as a task for all of its contracted providers. Child Welfare has aligned cross-system training with its internal training goals to encourage staff to attend. Casey Family Programs has included this training in their staff development. Juvenile Justice & Rehabilitation Administration (JJ&RA) has added cross system training to its new staff orientation and encouraging all staff to attend one day a year until all workshops have been attended. In addition, the Subcommittee will continue to provide education/clock hours and explore the possibility of expanding training options (e.g.,

---

[4] Rinaldi and Ashley, p. 32.

evenings or weekends). Finally, it will analyze registration information to track and
target outreach efforts.

- *Ongoing Evaluation*: Based on recommendations from the recent UfY evaluation, the
committee will regularly analyze post session surveys to measure impact of keynote
speakers, provide session feedback, and identify other topics of interest to share and help
grow the UfY learning community.

**MSCC Strategy 6: Actively recruit and engage constituents of the participating systems
within Uniting for Youth and members of diverse community groups to ensure that they
have an active role in shaping and monitoring the implementation of Uniting for Youth
goals and strategies.**

Purpose:
Uniting for Youth will pursue the most effective avenues for ongoing involvement of constituent
communities – in particular, youth and parents of youth involved in the juvenile justice and child
welfare systems. This strategy will also involve active collaboration with and reaching out to
diverse community groups, with a particular focus on ethnic populations that are overrepresented
in the juvenile justice and child welfare systems.

Progress/Accomplishments:
Over the course of the grant period, the Uniting for Youth coordinator continued to meet with
community groups to build relationships, facilitate discussion, and provide infrastructure for the
community groups. These efforts included the coordinator's extensive efforts to maintain an
adult and youth community advisory boards with projected regular meetings for both adult and
youth groups. Over the past year, the groups did not meet as often as expected but as needs
arose in the community. The adult Community Advisory Board (CAB) (26 members) held
eleven meetings and the youth CAB (16 members) held nine meetings over the grant period.   In
addition to the CAB meetings, the UfY coordinator also supported many other community
meetings that were necessary to maintain and build on relationships with community.
Furthermore, UfY Executive Steering Committee took steps to integrate these community
outreach efforts into its meetings. These steps included moving seven meetings of the Executive
Steering Committee to the evening and inviting the chairs of the Community Advisory Board to
attend.

However, as noted in the UfY Implementation Evaluation, the struggle with this strategy has
been to integrate community outreach with the work of the Executive Steering Committee. This
struggle has persisted for reasons involving system barriers and the schedules of CAB members
including family and employment commitments. The result is that the connection with the CAB
resides primarily with the Coordinator. Overall, the involvement of constituent communities so
far has not had the impact on the work plans or decisions of the Executive Steering Committee as
hoped.

Moreover, UfY partners realized that individually they were investing in community engagement
and that it would be valuable to understand these efforts and how to leverage them to support
UfY goals. The Implementation Evaluation summarized this opportunity as follows:

Determine what similar efforts are underway among collaboration partners and whether and how those could benefit Uniting for Youth as a whole. Develop revised desired outcomes, approach, roles, and timeline in tandem with Uniting for Youth revised goals and strategic plan.[5]

Sustainability:
With the support of the Systems Integration Coordinator, King County and its Uniting for Youth partners are committed to improving efforts to engage community voices at various levels of the collaborative's work. Based on the Implementation Evaluation, the Executive Steering Committee is moving forward in the following ways:

- Re-assessing how community representatives should be meaningfully and respectfully engaged for the mutual benefit of their goals and those of UfY;
- Examining the types of community outreach partners are already undertaking and how to support and leverage these efforts;
- Targeting outreach to leadership from other ethnic communities so that they can be engaged in UfY;
- Using a communication log to help UfY members track input from the community, coordinate responses, and document what has been discussed and/or implemented for all groups to monitor progress; and,
- Working with community partners to develop suggestions for reducing racial disproportionality such as identifying potential processes and policies that contribute to this problem capitalizing on the expertise/experience of parents and youth.

MSCC Strategy 7: Develop a communications plan and associated collateral materials that can be used to inform legislators, stakeholders, constituents, and the public as well as the staff and leadership of youth-serving agencies of the need for systems integration.

Purpose:
A communications plan is needed that supports broad-based community education and targeted information for decision-makers and the leaders of youth-serving agencies through multiple media including printed materials and a website.

Progress/Accomplishments:
Uniting for Youth created a one-page visual that illustrates the complexities and all the components of the collaborative. The visual has helped provide some clarity for individuals and agencies that have not been closely connected to the work of the collaborative. Uniting for Youth also created a one-page information sheet that highlights its key products.

Sustainability:
Uniting for Youth will continue to improve communications to its stakeholders, leadership, and the community through creating new materials and launching a website. Uniting for Youth will continue to highlight successes and future plans to policymakers, funders and key stakeholders.

---

[5] Rinaldi & Ashley, p. 43

MSCC Strategy 8: Develop and implement an evaluation plan to measure the progress and effectiveness of the King County Uniting for Youth (formerly, Systems Integration Initiative).

Purpose:
The evaluation plan is intended to cover three sets of measures: implementation, outcome, and organizational. Implementation measures will assist with understanding how well individual strategies have been put into place. Outcome measures will provide a picture of the overall effect of the initiative on improving the lives of youth and families involved in the juvenile justice and child welfare systems. Finally, there should be measures to reflect whether Uniting for Youth succeeded in creating and institutionalizing structures for collaborative planning and decision-making across youth-serving agencies.

Progress/Accomplishments:
Through its partnerships, Uniting for Youth has outcome evaluations for two client-oriented strategies.   Specifically, Georgetown University's Center for Juvenile Justice Reform recently completed the "Final Data Report for the Crossover Youth Practice Model in King County Washington." The results are summarized at the end of the MSCC section of this report. The Vera Institute – a member of the Models for Change National Resource Bank – is leading the evaluation of the PathNet strategy. The results of this evaluation are noted in the PathNet section.

For implementation evaluation, King County received the completed report *King County Uniting for Youth Implementation Evaluation* (December 2012). Funded through King County's Models for Change grant, this evaluation was contracted to Linda Rinaldi of Rinaldi and Associates and Nancy Ashley of Heliotrope. The evaluation focused on the following elements of Uniting for Youth. (Refer to individual strategies for detail.)

- System Integration Protocols (MSCC Strategy 3)
- Cross-System Training (MSCC Strategy 5)
- Community Engagement (MSCC Strategy 6)
- PathNet (Alternatives to Formal Processing and Secure Confinement (AFPSC) Strategy 3)
- Uniting for Youth - Overall Initiative (MSCC Sustainability Section)

For each area, the consultants developed logic models, summarized progress to date, and highlighted potential recommendations. In addition, their work was informed by key informant interviews and surveys of staff and stakeholders. As noted throughout this report, the results of the evaluation were instrumental in assessing the progress of Uniting for Youth and developing work plans for 2013 and 2014.

Sustainability:
The Evaluation Subcommittee is in process of restructuring its memberships so that it can build upon these evaluations and support ongoing data and evaluation needs. The work plan for 2013 includes expanding and updating the Prevalence Study, researching more automated ways to identify crossover youth and share data across systems, and reviewing the recently completed

Final Data Report for the Crossover Youth Practice Model in King County. A significant challenge the Subcommittee will need to address is to identify internal capacity and/or external partners to support regular evaluation of specific Uniting for Youth strategies as well as the progress on the overall initiative.

Outcomes for Multi-System Collaboration and Coordination (MSCC)

The strategies under MSCC contribute toward the broader goal of providing coordinated services and supports for crossover youth. In its renewal grant application, King County proposed to measure its progress through outcome measures and targets for the system integration protocols (MSCC Strategy 3). The approach was to use of the data analyses conducted by Denise C. Herz, Ph.D. and Anika M. Fontaine, M.A. on behalf of the Center for Juvenile Justice Reform at Georgetown University Public Policy Institute. Completed in Fall 2012, the "Final Data Report for the Crossover Youth Practice Model in King County, Washington" includes extensive data related to individual and system-level outcomes.   Summarized below are results relevant to the proposed outcome measures and targets. This report will be referred to as the CYPM Data Report. In addition, Uniting for Youth partners separately recorded cases involving crossover youth for the period October 2011 to May 2013. This data will also be highlighted below.

Outcome: Cross-over Youth Identified Across All Probation Units within King County

Proposed Target: At least 99 cross-over youth are identified during the period April 2010 through December 2011.

Results:

Source	CYPM Data Report[6]	Uniting for Youth Partners
Period 10/2011 – 5/2013	9/2010 – 9/2011	10/2011 – 5/2013
Definition of Crossover Youth	Open/founded dependency and who were arrested and referred to the prosecutor	Filed by the prosecutor and an active case in Children's Administration
Number Identified	92	342

This table shows that Uniting for Youth partners *exceeded* the target. However, there are several important qualifications about this data:
- The crossover cases from the two sources cannot be added together as some cases may be in both groups.
- Crossover youth used in the CYPM Data Report is based on the "referral stage" in the offender process. At this stage, many cases are diverted from court or found insufficient never reaching the point of filing and have an intake probation counselor assigned. Therefore, using the current system integration protocols and practices would not be applicable. This accounts for the observation in the CYPM Data Report that 72%

---

[6] Herz, Denise C. and Fontaine, Anika M., *Final Data Report for the Crossover Youth Practice Model in King County, Washington*, Center for Juvenile Justice Reform at Georgetown University Public Policy Institute, 2012.

experienced improved cross-system communication in the first three months instead of nearly all of these youth.

<u>Outcome: Identified Cross-Over Youth Have at Least One Shared Case Planning Meeting</u>

Proposed Target: At least 99 crossover youth have had a shared case planning meeting within 30 days of identification.

Results: The methodology used in the CYPM Data Report does not align with measuring the protocol of shared case planning. The 92 crossover youth were identified at referral to the prosecutor which is an early stage in the offender process. Because many cases at this stage are diverted or found insufficient, only a portion would advance to the point where the protocols would be beneficial. In particular, only 40% were filed in Superior Court and about 60% of these filed cases were adjudicated and received probation at sentencing according to an analysis by King County's research staff.

While data specific to shared case planning is not included in the CYPM Data Report, the report does include information about whether youth received a broader set of improved practices supported by the protocols. The authors found that:

> 28% of CYPM Youth in the first 3 months of implementation and 38% of CYPM Youth in the last 9 months of implementation received a promising practice. These youth either received some type of interagency meeting or received improved communication through emails, phone calls, and/or informal meetings.[7]

Given that 40% of the cases reached the "filing" point of the offender process, these results suggest most youth, who were eligible, appeared to have received a promising practice. The authors are careful to note that while there are indications that the protocols are "impacting practice in desirable ways," they could not reach a stronger conclusion given limitations in the study methodology and isolation from the work occurring on site.

However, there is additional evidence about the work on site from the *King County Uniting for Youth Implementation Evaluation*. In particular, the evaluation notes:

- All those interviewed indicated initial information exchange [between the social worker and probation counselor] was prompt and went smoothly.[8]
- Joint staffing phone calls or meetings to discuss case plans and needed services occur within a short period of time (within 30 days).[9]

Unfortunately, Uniting for Youth currently does not have a routine process in place to track which practices were implemented for crossover youth. The Executive Steering Committee will be considering options for doing so in the future based on the recommendations in the implementation evaluation.

---

[7] Herz and Fountaine, p. 21.
[8] Rinaldi and Ashley, p. 20.
[9] Rinaldi and Ashley, p. 21.

Outcome: Crossover Youth Re-offend Less Often after Implementation of Systems Integration Protocols

Proposed Target: Youth with a minimum of six months since identification as a crossover case experience at least a 15% reduction in new criminal offenses.

Description: The implementation of the systems integration protocols promotes a more coordinated and holistic approach to case planning, delivering services, and case managing crossover youth. The CYPM Data Report included an analysis of recidivism for crossover youth eligible to receive protocols and for crossover youth prior to implementation of protocols.

Results: The CYPM data report examined arrests for 20 crossover cases before the protocols were implemented (Pre-CYPM) and 20 crossover cases that benefitted from the systems integration protocols (CYPM). These groups are too small and not well matched (e.g., risk-level) to make meaningful evaluative comparisons. Given these important caveats, the data results are that, in the six months following the identification as a crossover youth, 70% of the Pre-CYPM cases had a new arrest and 39% of the CYPM group had a new arrest.[10]

Outcome: Crossover Youth Experience Improved Placement Stability

Proposed Target: Youth with a minimum of six months since identification as a crossover case experience at least a 15% reduction in the number of placement changes.

Description: Research in the State of Arizona by the National Center for Juvenile Justice found that crossover youth experienced a high rate of placement changes.[11] The mobility of these youth can be exacerbated when the juvenile justice and child welfare systems are not coordinating efforts or have not established shared case plans to address the individual circumstances of each youth.

Results: While the CYPM Data Report did not address this measure, the prevalence report "Doorways to Delinquency" included placement history for crossover youth and provides a baseline set of information to measure future progress. For example, 42% of the study cohort in the prevalence report experienced 11 or more placement changes during the three-year study period including stays in detention or state corrections facilities.

Outcome: Crossover Youth Spend Fewer Days in Detention

Proposed Target: Youth with a minimum of six months since identification as a crossover case experience at least a 15% reduction in the number of days spent in detention.

Description: In several ways, the systems integration protocols and other MSCC strategies should contribute to fewer days in detention for cross-over youth. For example, making the

---

[10] Herz and Fountaine, p 35.
[11] Specifically, NCJJ's research in Arizona found that cross-over youth experienced an average of 11 placement changes during the 18 month study period. These placement changes included detention and runaway episodes.

court aware of the shared case plans and coordinated efforts between probation and child welfare could be crucial when it considers the use of detention for cross-over youth. Another example is the protocol that will ease social worker access to detention. This quicker access alone could save one or two days of detention if cross-over youth are booked into detention.

Results: The CYPM Data Report did not address this measure. However, it should be noted that the prevalence report "Doorways to Delinquency" included days detained in detention for crossover youth and provides a baseline set of information to measure future progress. For example, if the youth's child welfare case reached the point of legal activity or placement, the youth spent on average 70 days in detention during the three-year study period.

Sustainability for MSCC

The Uniting for Youth Implementation Evaluation included a review of the overall initiative and structure. The major findings from key informant interviews include:

- Collaboration: The strongest ratings for Uniting for Youth were in the area of collaboration, particularly as a forum for leverage resources, being a sounding board, and planning. Lower scores in this category were given to "engaging diverse communities" and "strategic problem-solving."
- Systems Change: While not as strong as collaboration, the ratings for systems change were "mid-level." Respondents rated the work on reducing duplication of efforts and planning for crossover youth the highest in this category.
- Individual Outcomes: Lower ratings were given in the area of individual outcomes for youth. In particular, "reducing disproportionality" and "disrupting the path from child maltreatment to delinquency received the lowest ratings."[12]

The evaluation also provided an indication of the reach of Uniting for Youth within partner organizations through a survey of staff and stakeholders. Key findings from the survey include:

- 60% of the respondents said they were familiar" with the name Uniting for Youth. Name familiarity (28%) was lowest among employees who had been employed for a year or less.
- Most (70% of respondents) familiar with the name 'Uniting for Youth' said that the initiative had provided information that made their work more effective or efficient and 60% responded that their work with other systems had changed. However, under half (41%) thought Uniting for Youth had resulted in changes in their department and the work expected of them.[13]

With the results of this evaluation in mind, the Executive Steering Committee is moving forward with the following:

- *Strengthening the Collaborative*: One focus of a recently completed evaluation was the functioning of the Executive Steering Committee. The recommendations of the report

---

[12] Rinaldi and Ashley, p. 45-46.
[13] Rinaldi and Ashley, p. 47.

helped the Committee to clarify its next steps to strengthen the collaborative including increasing participation of its members, reviewing its membership, and improving communication with local partners and policymakers.

- *Blended Funding*: Several partners have agreed to support the coordinator position and the costs of the cross system training.
- *Disproportionate Minority Contact*: Another focus of the recently completed evaluation called for an intentional strategy devoted to address DMC. While individually partners are working on the issue, the Executive Steering Committee is discussing how it can address the DMC impacts on crossover youth.
- *Moving the Work Upstream*: Collaborative is exploring new way of doing business that identify and support crossover youth as early as possible.
  - *Law Enforcement Training Materials* – DVD, brochure and resource cards were created to provide law enforcement with diversion options that may be a better fit than detention.
  - *School Disciplinary Work* – Uniting for Youth partners are reaching out to school districts increase regional expertise of best and promising alternative disciplinary practices and procedures in schools.
- *Community Engagement:* The Executive Steering Committee recognizes the need to have a more effective way for engaging community in the work of Uniting for Youth. The work plan under Strategy 6 highlights next steps.
- *Data System:* At several points, the implementation evaluation notes the need to improve data sharing and monitoring. The Evaluation Subcommittee is tasked with exploring options for automating data sharing, particularly given the recent implementation of new data systems in Children's Administration and King County Superior Court.

Targeted Area of Improvement: Alternatives to Formal Processing and Secure Confinement (AFPSC)

As a result of recognizing a strong correlation between students dropping out of school and involvement in the juvenile justice system, Uniting for Youth created the PathNet Executive Committee formerly known as the Education System Integration Committee. The Committee was created to initiate efforts to implement a *path of networked* organizations called PathNet. The focus is a system wide, community-based approach to improve services for youth who are on the cusp of becoming (or are already) involved in the juvenile justice system by preventing, intervening and retrieving these youth from dropping out of school. PathNet is not a new program but rather a systematic network of existing programs coordinated by a host regional agency, the Puget Sound Educational Service District #121 (PSESD). The four cornerstones of the PathNet system for reengagement are to ensure that each youth has (1) a strength-based assessment; (2) student driven plan based on a current strength-based assessment (no plan, no hope); (3) the connectivity to the program that aligns to the student driven plan; and (4) a significant adult who cares for the youth (care manager) and provides the personal adult support necessary for these youth to be successful.

The goal is to develop, expand and improve access to effective interventions and connections for truant and court-involved youth, repositioning the formal court process and secure confinement as the choice of last resort for re-engaging truant and juvenile justice involved students.

AFPSC Strategy 1: Organize a formal consortium of providers, and lead organizations, that include schools, juvenile justice programs, the courts, social welfare organizations, community colleges, technical colleges, community-based youth organizations, mental health providers, and related organizations serving youth.

Purpose:
The purpose of this strategy is to bring together youth-serving providers, youth service providers and engage them to commit formally to working collaboratively to develop a stable high school dropout reengagement system in King County.

Progress/Accomplishments:
The PathNet Executive Committee meets regularly. The formal consortium of providers continues to expand across the Puget Sound region. The PathNet Executive Committee has formalized the consortium process through the finalized Memorandum of Understanding (MOU). The mission, goals, and core values are complete as well as the graphic of the PathNet Model. In addition, the Alternative Education Guide is complete and being disseminated to constituents on an ongoing basis.

Sustainability:
The identification of additional PathNet partners is an ongoing effort. The PathNet Executive Committee will also continue to identify populations of vulnerable youth who have a propensity for dropping out and evaluate the gaps of opportunity for these populations through strategic organizational alignment. The PathNet Manager is working closely with King County's Systems Integration Coordinator to maintain strong PathNet partnerships as well as develop points of

access for potential collaboration. PathNet is also leveraging sustainability support by contributing to current regional and statewide work aligned with dropout reengagement efforts. For example, PathNet is a sponsoring partner for an Opportunity Youth proposal through the Aspen Institute. If awarded, this initiative will further broaden PathNet partnerships and strategies for youth educational reengagement across our region.

AFPSC Strategy 2: Develop a stable high school re-engagement system built upon standardization of payment rates, consistency of contracting practices with the schools districts, quality and quantity of evidence based instruction/training and compliance with mandated special education programs.

Purpose:
This strategy involves establishing clearly defined and agreed upon policies and practices that support a regional system for re-engaging juvenile justice involved dropouts – defined as youth who have dropped out of school or have so few credits that returning to school is unlikely – into alternative education/employment programs.

Progress/Accomplishments:
PathNet, as a Models for Change Initiative, has leveraged the ability to support and lead statewide committees that are writing the rules, regulations, model contracts, policies and procedures to create the infrastructure to institutionalize regional PathNet efforts across the nine educational service districts representing the entire State of Washington. The work began with the use of the PathNet concept as the basis for an internal state department of education position paper on dropouts. During the 2010 Legislative session, the Engrossed Second Substitute Bill 1418 calling for a statewide dropout system based on the PathNet Model was passed. The Office of Superintendent of Public Instruction (OSPI) Deputy Superintendent then solicited one of our PathNet Executive Committee leaders to co-chair the statewide ESSHB1418 Implementation Committee to create the needed infrastructure (new policies, procedures, rules and regulations) to support a dropout retrieval system. In addition to the co-chair, three other PathNet members are also on the committee and the remaining members are serving on focus groups. The statewide ESSHB1418 Implementation Committee completed all eligibility, credit retrieval, performance measures, data collection, state assessment procedures, special education considerations, case management with community partners, model interlocal agreements, contracts, memorandum of understandings (MOU's), and billing procedures. The PathNet Executive Committee members continue with their strategic decision to provide the facts needed to support OSPI continuous efforts regarding "dropout prevention, intervention and retrieval" as a top priority.

Sustainability:
ESSHB1418 is now implemented throughout the state of Washington. The Office of Superintendent of Public Instruction (OSPI) manages all aspects of the new system for dropout reengagement. The PathNet Executive Committee continues to provide technical assistance, education, consulting and coaching to partners and clients throughout the region for effective reengagement programming through ESSHB1418. To date, PathNet has sponsored and coordinated several statewide and regional events/convenings focused on dropout reengagement and juvenile justice reentry.

AFPSC Strategy 3: Oversee the implementation of a "PathNet Pilot" to provide one-stop linkage and support services to 200 justice-involved youth who have dropped out or are at risk of dropping out of school.

Purpose:
This strategy would reconnect youth to an appropriate education program, documenting basic educational gains, achieve secondary educational credential and will enter post-secondary education program or obtain employment.

Progress/Accomplishments:
With the support of VERA Institute of Justice and NCJJ, the final reports are being finalized for formal dissemination. The Year 2 report took a deeper look at justice involvement as well as discipline history and cross over youth prevalence.

Sustainability:
With the support of data in the final reports, the PathNet Executive Committee will develop a formal dissemination schedule with organized presentations and identified next steps for sustainability linked to the updated PathNet work plan.

Outcomes for Alternatives to Formal Processing & Secure Confinement - PathNet

A high proportion of youth involved in the juvenile justice system has dropped out of school or have too few credits to graduate. The three strategies under PathNet support an approach that would intervene early with these youth through individualized planning, strength-based care, and mentorship. Because of PathNet"s unique structure and service-delivery model, it has garnered interest state-wide and nationally. PathNet launched a pilot project. The following outcomes will reflect its success in creating this delivery system and re-engaging youth in an educational/vocational track so that future contact with the juvenile justice system is diminished.

Outcome: Youth Receive PathNet Screening

Proposed Target: 140 juvenile justice youth per year receive a PathNet screening.

Description: The success of this pilot begins with referring youth for screening which initiates the process for identifying educational/vocational needs and if indicated creating a student-driven plan. With about 1,800 moderate-high risk youth on probation each year, the target of 140 should be achievable. All completed screenings during the pilot would count toward the target. Uniting for Youth will be working with the Vera Institute for Justice and other partners to define the data collection mechanisms to measure this outcome.

Results: The approach is to use year 1 data as a baseline and compare with year 2 data to further establish an ongoing baseline. At point of referral, the youth meet with the connections coordinator at PathNet who administers a strength-based assessment and an informal interview to gather a more in-depth perspective of the youth's goals and challenges. Data was collected from

youth who participated in the pilot in the 2010-2012 school years. A total of 211 youth were screened/assessed consisting of 127 youth from year 1 and 84 youth from year 2[14].

The following demographics of the 211 youth in the PathNet pilot seem fairly consistent with many programs that serve **high risk/high needs** youth in the juvenile justice system:

- **Gender** - 72% (151) male and 43% (91) female;[15]
- **Race/Ethnicity** - 43% African American, 25% Hispanic, 22% Caucasian, 6% Asian, 3% Native American, 1% Pacific Islander;
- **Age at Referral** (15-20) – 17yr old 44%, 16yr old 24%, 18yr old 20%, 19yr old 6%, 15yr old 5%;[16]
- **Findings** - 37% classified as having an Individualized Education Plan (IEP), 81% were reading below their grade level, 91% math skills below their grade level, 75% were classified as high or medium risk according to the Washington State Juvenile Court Assessment, 63% were either currently involved or had past involvement with Children's Administration, 8% were classified as living in foster care.[17]

Outcome: An Educational/Vocational Plan Is Created for Youth Based on a Comprehensive Assessment

Proposed Target: 100 juvenile justice youth per year have an educational/vocational plan tailored from a comprehensive assessment.

Description: Fundamental to the success of PathNet is creating an educational/vocational plan driven by a comprehensive assessment. Based on previous preliminary estimates that 71% of the youth on probation have dropped out or have too few credits to graduate, it is estimated that 100 (or 71%) of the 140 juvenile justice youth referred for a PathNet screening will indicate a need for an educational/vocational plan and have a plan developed. All completed screenings during the pilot would count toward the target. Uniting for Youth will be working with the Vera Institute for Justice and other partners to define the data collection mechanisms to measure this outcome.

Results: Program staff confirmed that 201 of the 211 participants, who were screen/assessed, also developed a student driven plan.

Outcome: Youth Are Engaged in Educational/Vocational Programs

Proposed Target: 80 juvenile justice youth per year who have an educational/vocational plan are engaged in educational and/or vocational programs.

---

[14] VERA Institute of Justice March 2013 "A Pilot Phase of King County, Washington's PathNet Program Years 1 and 2 combined" Supported by the John D. and Catherine T MacArthur Foundation, p. 8.
[15] VERA, p. 11.
[16] VERA, p. 12.
[17] VERA, p. 13.

Description: With the assistance of the care manager, probation counselor, and other supports, the PathNet model seeks to engage 80% of the youth in educational/vocational programs outlined in the student's plan.

Results: VERA's analysis did not include a measure of engagement. While program staff report that in general most youth engage in the program, UfY will work with program staff to develop an ongoing in measure of engagement. Currently, program staff use internal tools to track engagement (i.e., 30 day retention in-school, engagement form on attendance, attitude, and progress).

It is worth noting that 90% of youth enrolled in PathNet during the pilot were on a GED/GED*Plus* track as opposed to the high school track. Among those that entered the GED-based track, 43% achieved some sort of significant progress toward a GED during the second year and 15% passed more than half of the five tests.[18]

Outcome: PathNet Youth with an Educational/Vocational Plan Are Less Likely to Re-offend

Proposed Target: PathNet youth with an educational/vocational plan experience a 10% reduction in recidivism (new offense referral).

Description: Because PathNet represents a unique approach, there is not comparable research to derive an estimate for potential rates for reducing recidivism. Nonetheless, education/employment factors figure prominently in juvenile justice involvement and a target reduction of 10% is proposed. Note that re-offense is defined as new criminal referrals submitted to the Prosecuting Attorney Office by law enforcement.

Results: The analysis conducted by VERA included re-offense data but did not have a comparison group to determine whether there was a reduction in re-offending. The data, however, provides a baseline for tracking trends in the future. The report found 20% re-offense rate for pilot youth at 6 months from entering the program and 43% at 12 months.[19] Most of those referred to prosecution for new offense were referred for less serious offenses.

To improve learning about the program's impact, VERA recommended defining "an appropriate dosage" of the program that is expected to reduce recidivism and to develop a follow up period for tracking re-offense that occurs after participants leave the program.[20]

---

[18] VERA p.10
[19] VERA, p. 27 and p. 30.
[20] VERA, p. 32.

Financial Report

.

The following tables provide a summary of the funding received and expended for the renewal grant:

Table 1. Revenue/Expenditure Summary

1.	Grant Payments Received	$450,000
2.	Interest Earned	$0
3.	Total Income	$450,000
4.	Total Expenditures	$450,000
5.	Balance	$0

Table 2. Comparative Budget Snapshot

Description	Approved Budget	Expenditures	Difference	Variance
Personnel Costs	$197,314	$198,178	-$864	-0.4%
Travel & Training Costs	$0	$0	$0	0%
Supply Costs	$19,455	$18,591	$864	4.4%
Equipment Costs	$0	$0	$0	0%
Professional Services Costs	$233,231	$233,231	$0	0%
Total	$450,000	$450,000	$0	0%

Note that Table 2 incorporates all approved budget amendments for the renewal grant.

Appendix A
Targeted Area of Improvement: Mental Health

In the original grant for Models for Change, King County received funding and support for Mental Health as a Targeted Area of Improvement. The funding facilitated King County's support of a project manager to coordinate activities with the Uniting for Youth Partnership.

Overall, the seven strategies under the Mental Health TAI support the following County/State partner goals:

- Improve coordination and collaboration among child serving agencies, particularly mental health, chemical dependency, child welfare and juvenile justice agencies, around the response to justice-involved youth.
- Increase the availability of mental health services, including assessment and evidence-based as well as research-supported practices for justice involved youth.
- Ensure that services and programs are culturally appropriate for the diverse group of youth in Washington's juvenile justice system.

The support of MacArthur Foundation's Models for Change Initiative – including assistance from several state and national partners such as National Center for Mental Health and Juvenile Justice, the National Youth Screening and Assessment Project, and the Juvenile Law Center – allowed King County to accelerate progress on these goals.

From its earliest days, Uniting for Youth has included a focus on Mental Health. In a model system, state and local child serving agencies work in collaboration to ensure that the mental health needs of youth who come in contact with the juvenile justice system are identified and referred to services and treatments that are evidence-based and/or research supported, and culturally responsive. This includes mental health and substance abuse services that are available to youth in need, as early as possible, so as to prevent unnecessary and/or deeper involvement in the juvenile justice system. Additionally, the services must be relevant to youth and provided in a model that is accessible and engaging. Families must also be engaged in the treatment of youth, and not just the youth in isolation. Under the original grant for Models for Change, the Mental Health TAI proposed to address some of the gaps in the response to youth with mental health needs in the juvenile justice and child welfare systems by capitalizing on current opportunities within the state and building on existing strengths.

The progress made during the first two years of the Models for Change grant created significant momentum for ongoing improvements in many of the Mental Health TAI strategies, and was embedded in the development of youth-serving programs funded by the King County MIDD (Mental Illness and Drug Dependency) sales tax. While the renewal grant for Models for Change does not include funding for the Mental Health TAI, King County continues to fund a Children's Mental Health Planner who is a member of the Executive Steering Committee and coordinates ongoing work associated with the Mental Health TAI strategies. This appendix includes highlights from significant changes or achievements related to these strategies over the past year.

Mental Health Strategy: Develop standardized mental health screening tool(s) to be used with all youth in contact with the juvenile justice system, including status offenders and juvenile offender youth.

Purpose:
Identify and develop one or more mental health and substance abuse screening tools that can be implemented at different points of contact within the justice process and used to inform decision making around diversion or other next steps, including access to appropriate treatment programs.

Progress/Accomplishments:
- The Global Appraisal of Individual Needs – Short Screener (GAIN-SS) was selected as the mental health and chemical dependency screening tool for all youth entering the juvenile justice system. Over the past year, the software for implementing the GAIN-SS along with PRIME, a tool to streamline referrals to agencies, was put in place. However, Uniting for Youth has encountered some significant challenges with implementing the GAIN-SS and PRIME by juvenile justice as youth enter the system. It is an ongoing process by the mental health workgroup to ensure that it is valuable for all entities and implemented correctly. Probation and Juvenile Justice staff have begun using the GAIN-SS with all youth coming into Juvenile Justice facilities, including detention, truancy, at-risk youth and other court issues. Youth are then referred on to JJAT (see below) for additional assessments and assisted referrals to services.
- the Juvenile Justice Assessment Team (JJAT), funded by the MIDD (see above) – a multi-disciplinary team who receives referrals from across the court and conducts more comprehensive assessments of mental health and substance abuse needs – has received referrals since October 2009. They have helped over a thousand youth with in-depth assessments, and facilitated hand-offs to service providers.

Sustainability:
- MHCADSD will continue to work with King County Juvenile Court Services monitor and improve as needed the implementation of the screening referral system that has been implemented. The Children's Mental Health Planner, who is an active member of the Uniting for Youth Executive Committee, and the Probation Manager are supporting this work.

Mental Health Strategy: Develop an information sharing guidebook that details what information can be shared with whom, and under what circumstances, as it pertains to communication with mental health and chemical dependency providers and other child-serving systems including juvenile justice, child welfare and education.

Purpose:
To provide a working understanding through training and a document of the best ways to share information, the purpose of sharing information and the potential consequences of sharing information to determine what is the most responsible and effective process. This includes data from mental health, chemical dependency, school systems, juvenile justice systems and child welfare systems.

Progress/Accomplishments:
- A training on "How to Use the Guidebook" was created and each system provided and overview of the importance of sharing information appropriately and how to use the guidebook during their workshop. To date, over 1500 direct service staff across child-serving systems have been trained and received a copy of the guidebook through the Cross-System Training initiative. An additional 87 members of the community and other stakeholders received copies of the Information Sharing Guidebook at the Uniting for Youth Community Gathering.
- The guide continues to be disseminated in a variety of venues including: the quarterly Cross-System Trainings and within individual youth-serving systems as determined by stakeholders.
- The Information Sharing Work Group created a supervising training guide to be used at staff meetings within agencies to roll out the guidebook and provide discussion regarding the agency's own policies and procedures about information sharing.
- Refer to MSCC Strategy 5 for additional information about dissemination and training related to the Information Sharing Guidebook.
- A "Quick Guide" was created for parents- as a tool to assist parents with support for their children

Mental Health Strategy: Examine strategies to improve coordination and collaboration between the mental health and substance abuse systems and the juvenile justice systems at all stages of the judicial process.

Purpose:
To develop a mechanism for child serving systems to partner and meet the mental health and substance abuse needs of shared youth at each critical intervention point in the justice process and develop appropriate policy and protocols to improve collaboration and coordination.

Progress/Accomplishments:
The work related to this strategy continues as part of Uniting for Youth's work program. The Children's Mental Health Planner is a member of the Uniting for Youth Executive Steering Committee and is the lead on promoting strategies that improve coordination and collaboration between the mental health and substance abuse systems and the juvenile justice systems at all stages of the judicial process. Please refer MSCC Strategy 2 for additional information.

Sustainability:
Uniting for Youth has re-established the Behavioral Health sub-committee and created a 2013 work plan that will continue to improve coordination and collaboration. The sub-committee will provide guidance and oversight on key areas and report back to the executive steering committee.

Participation in the MH/JJ Action Network

In addition to the strategies detailed in the MfC work plan, King County has also been an active member of the MacArthur Models for Change Mental Health Juvenile Justice Action Network

---

and participates in all national and statewide meetings relating to the Action Network, and will continue to do so.

Specific sustainability strategies are noted within each Models for Change strategy above. Current goals are also noted below.

- Uniting for Youth Executive creates a behavioral health workgroup with engagement by all involved systems to help accomplish the behavioral health-related goals of the Workplan.
- Utilize JJAT (Juvenile Justice Assessment Team), and the chemical dependency/mental health providers groups at King County MHCADSD to develop mutually agreed-upon procedures for the transition of youth to and from agency providers who JJAT serves.

- Strengthen referral processes and increase referral rate of youth to CCORS (Children's Crisis Outreach Response System) from Juvenile Justice staff- to provide additional stabilization services for youth with behavioral health needs as appropriate.

- Continue and improve engagement of behavioral health providers in Uniting for Youth cross-system trainings

- Integrate mental health and chemical dependency services within the Reclaiming Futures project.

- Develop an agreement between chemical dependency and mental health youth-serving systems in King County, including juvenile court CD/MH services, on service integration goals,

In addition to on the progress made, and the above updated strategies, participation in the MH/JJ Action Network has also helped to expedite local improvements.

Outcomes for Mental Health TAI

In the renewal grant Uniting for Youth targeted specific outcomes for screening youth, completing assessments, and referring them to treatment. As noted above, while the use of the screening tool (GAIN-SS) is behind schedule, the Juvenile Justice Assessment Team (JJAT) has been using the GAIN-I assessment tool.

Total # of Youth Referred for Assessment: 1003

Total # of Assessments Completed
GAIN-SS   551
GAIN-I   395
Mental Health   327
Psychiatric   16
Psychological   304

Total # of Substance Abuse Treatment Recommendations (per GAIN-I)
Substance Abuse Out Patient (Including Out Patient and Intensive Out Patient): 120
Substance Abuse In Patient: 89
Mental Health Outpatient: 36
Mental Health Inpatient: 1
ART: 3
MST: 8
FFT: 8
FIT: 6
No Treatment Recommended or 0.5 Drug /Alcohol Information School: 9

Total # of service coordination's: 2229