

FACT SHEET: Illinois Dually-Involved Youth Pay for Success Initiative

Summary: The State of Illinois Pay for Success (PFS) initiative aims to measurably improve the lives of youth who are dually-involved in the child welfare and juvenile justice systems by driving resources towards better, more effective programs. In partnership with the Conscience Community Network, LLC (CCN), a network of six Illinois nonprofit service providers, the initiative will provide intensive case coordination and timely access to evidence-based treatments to more than 800 youth. The seven-and-a-half-year initiative aims to reduce or prevent time in costly institutional care, prevent repeat criminal behavior, and improve youth well-being.

Background: In Illinois, more than half of youth dually-involved in the child welfare and juvenile justice systems recidivate within two years; many experience self-harm, substance abuse, and exhibit symptoms of traumatic stress; and few achieve reunification with their biological family or adoption. Additionally, roughly two-thirds of dually-involved youth experience frequent and extended time in costly, deep-end institutional placements, such as residential treatment centers, detention centers, and group homes for adolescents.

Approximately 700 youth in Illinois become dually-involved each year. Analysis of data from recent cohorts reveals that, without specialized interventions, each annual cohort of 700 youth will experience over the course of their lifetimes approximately: 1,300 annual arrests; over 230,000 days of congregate care; over 46,000 days in a county detention center; and over 28,000 days incarcerated.

Illinois taxpayers currently spend almost \$80 million per cohort to place youth in settings that could be prevented by providing effective community based care. This does not account for additional costs to State systems, such as education, healthcare, probation, legal, police, and welfare usage.

Initiative Partners:

- *Government:* Illinois Department of Children and Family Services
- *Service Provider:* Conscience Community Network, LLC (One Hope United, Maryville Academy, OMNI Youth Services, SGA Youth and Family Services, UCAN, and Youth Outreach Services)
- *Independent Evaluator:* University of Michigan School of Social Work

Program Model Overview: Since dually-involved youth interact with multiple government systems and have unique personal challenges, this initiative aims to improve outcomes by changing both systems behavior and child and family behavior. CCN, DCFS, and juvenile courts/probation are collaborating to develop a system of care that provides rapid identification, comprehensive and collaborative case coordination, and increased access to proven clinical programs for Illinois' dually-involved youth.

- Over four years, the initiative will serve more than 800 dually-involved youth in 18 counties throughout the state: Champaign, Cook, DuPage, Franklin, Jefferson, Kane, Kankakee, Lake, Macon, Madison, Marion, McLean, Peoria, Sangamon, St. Claire, Stephenson, Will, and Winnebago.
- The initiative re-engineers how Illinois identifies and coordinates services for dually-involved youth by:
 1. Rapidly identifying and referring youth to services through various pathways, overcoming the data silos, jurisdictional gaps, and notification delays that currently exist;
 2. Convening caseworkers and therapists from child welfare and juvenile courts/probation for information sharing, joint assessment, and integrated case planning;
 3. Intervening early in the criminal justice trajectory for high-risk youth – providing upstream, ongoing wraparound services instead of waiting to respond to crisis or placement instability; and
 4. Investing in expanding evidence-based clinical solutions and community-based interventions that address the individual and family behavior needs for dually-involved youth.
- CCN will implement the Crossover Youth Practice Model (CYPM), a set of proven practices developed by the Georgetown University McCourt School of Public Policy – Center for Juvenile Justice Reform (CJJR). Through this model, CCN will offer an array of therapeutic interventions including high-fidelity wraparound services, Treatment Foster Care of Oregon (TFCO), Brief Strategic Family Therapy (BSFT), ARC, SPARCS, and a variety of non-traditional therapies.

- A ramp-up phase was launched in November 2015 to pilot and refine operations, including referral mechanisms, intake procedures, and service enrollment processes. So far CCN has enrolled 71 youth from Cook, Jefferson and Lake counties.

Pay for Success Contract Overview: Pay for Success (PFS) is an innovative performance contracting model that allows government to expand promising preventative interventions, while protecting taxpayers. In Illinois, PFS is providing DCFS with a fiscal guarantee under which the state will be repaid if the services fail to deliver their promised results. Third party funders are depositing a fiscal guarantee throughout the course of the project. If the program is successful in reducing placement restrictiveness, reducing delinquency, and improving youth wellbeing, as measured by an independent evaluator, then the fiscal guarantee will be returned to funders. If the program does not achieve results, then the fiscal guarantee provided by the third party funders will be used to refund DCFS' expenditures for the program. This model ensures that taxpayer dollars are being spent exclusively on the achievement of successful outcomes and programs that can demonstrate success.

- The contract between DCFS and CCN is seven and a half years, including up to four and a half years of enrollment, six and a half years of service delivery, and three full years of evaluation for all youth enrolled in the program.
- An independent evaluation, including a randomized control trial (RCT), will be performed by the University of Michigan School of Social Work. The Illinois PFS Evaluation Plan outlines the methodology that will be used to determine whether the program achieves the outcome targets.
- Each youth will be evaluated for a three-year period beginning when they are enrolled in the program.
- Program costs are estimated to be \$17 million, inclusive of service provision and administrative costs.

Outcomes and Success: The initiative measures three outcomes to determine success of the initiative: placement restrictiveness, delinquency, and wellbeing. At the target impact rates displayed below, the State will receive approximately \$19 million in benefits and will pay out approximately \$19 million in outcome payments. If the project exceeds the target impacts, the state could receive more than \$30 million in benefits and would pay out a maximum of \$21.3 million in outcome payments. A maximum success payment of \$5 million is available for the outcome of improved youth wellbeing, inclusive in the \$21.3 million project cap.

Outcome	Metric	Target Impact Rate	Outcome Payment Rate	Benefit to State at Target Impact Rate
Reduced Placement Restrictiveness	Accrued congregate care days over 3 years	25% reduction	\$208 per day avoided	\$12,900,000
Reduced Delinquency	Accrued detention and incarceration days over 3 years	25% reduction	\$65 per day avoided	\$985,000
Improved Youth Wellbeing	Educational attainment, Placement stability, and Program fidelity	70% achieve outcomes	Average \$6,000 per youth	\$5,000,000

Additional Initiative Partners:

- *Transaction Coordinator:* Third Sector Capital Partners, Inc.
- *Government Advisor:* Harvard Kennedy School Government Performance Lab
- *Outside Counsel:* Chapman and Cutler, LLC; Orrick, Herrington, and Sutcliffe, LLP
- *Ramp-up funders:* Laura and John Arnold Foundation; Nonprofit Finance Fund (through a grant from the Social Innovation Fund); Living Cities in partnership with The Chicago Community Trust; Conscience Community Network, LLC; Dunham Fund; and a grant from the Illinois Juvenile Justice Commission.