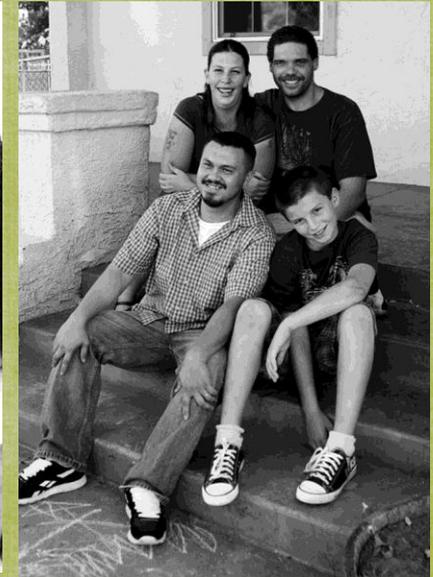
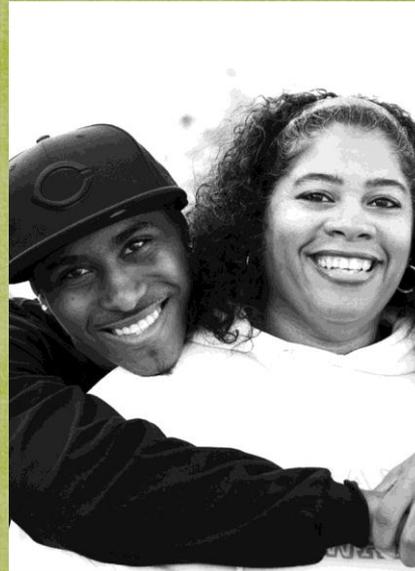




**Stanford**  
Youth Solutions



# Story of Transformation: From Orphanage to Community-based

Presented by:  
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Chief Executive Officer  
Stanford Youth Solutions

# Commitment. Determination. Results.

- **Stanford Youth Solutions is a 113 year old organization that has:**
  - Focused on children and young people
  - Innovated with the times, transitioning from Orphanage → school and group home → community-based
  - Changed its name to reflect its commitment to serve children in least restrictive settings.

# A Story of Transformation

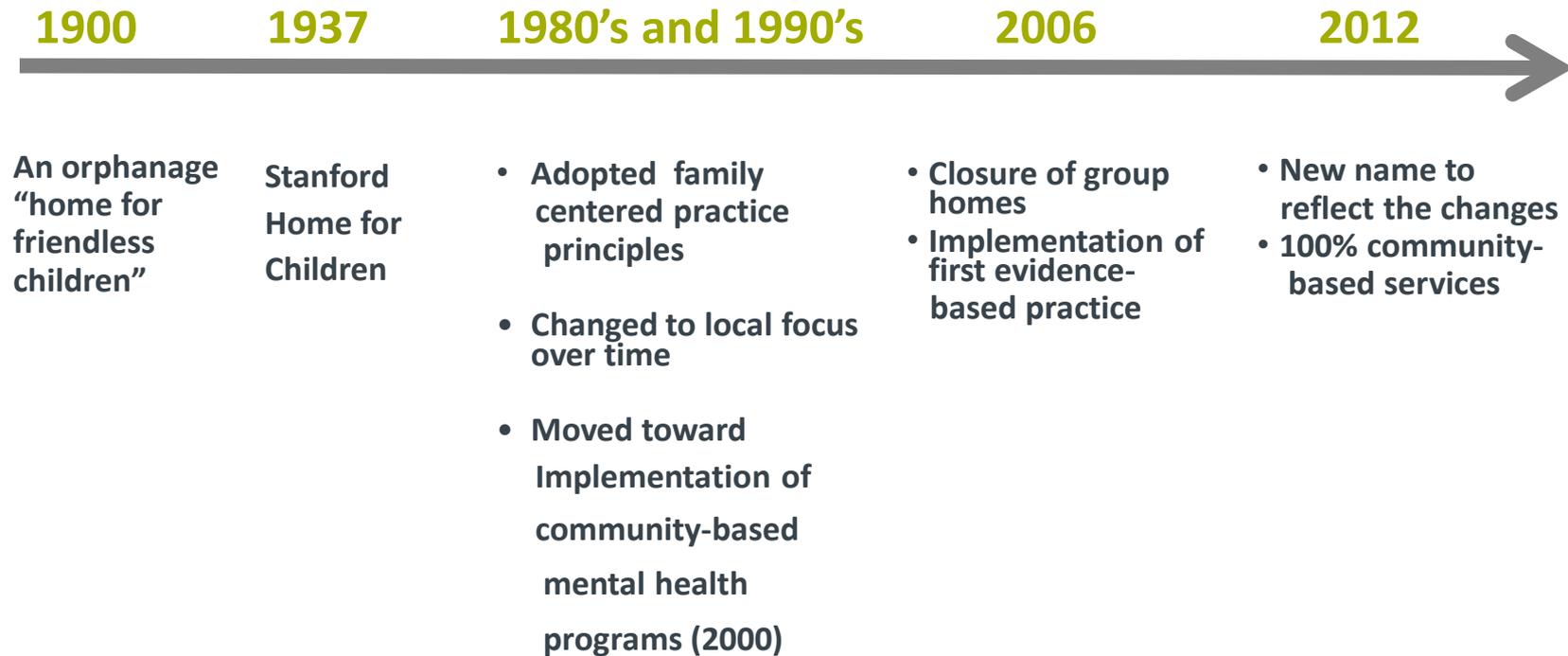
1900



2013



# Stanford's transformation is about innovating with the times— from orphanage, to school and residential, to community-based



# Stanford Home's model had problematic consequences for families, kids, staff and the agency

## 1999 MODEL:

- Residential treatment (group home) provider
- Non-public school provider
- Most youth referred from other counties
- No formal mental/behavioral health services
- Limited Foster Care
- No research department

## CHALLENGES:

### Family:

- Family members are absent or excluded
- Family members are not consulted on potential solutions
- Family needs are not addressed

### Youth:

- Youth live long distances from home
- Existing placements are unstable
- Multiple placements for youth

### Staff:

- High staff turnover
- High Worker's Compensation costs
- Low employee satisfaction

### Agency:

- Inconsistent staffing
- High liability
- High facilities costs

## Are we getting the results we intended?

- **Began to evaluate how our youth were functioning before and after placement in our group homes**
- **Analyzed critical incidents in group homes**
  - High risk behavior of assaults & aggression
  - Youth triggered each other
  - Staff injuries

## From 1999 to 2005 - Our approach shifted to more community-based and evidence-based work

### Philosophy and methods:

- Informally began adopting a family centered practice approach
- Commitment to serve local youth

### New programs and services:

- Opened a Wraparound program
- Opened a Therapeutic Behavioral Services (TBS) program
- Opened an Intensive Treatment Foster Care Program

### New infrastructure:

- Created a research department
- Initiated a randomized experiment comparing Wraparound with Residential Treatment (2005)
- Allocated slots for mental health treatment services within residential program

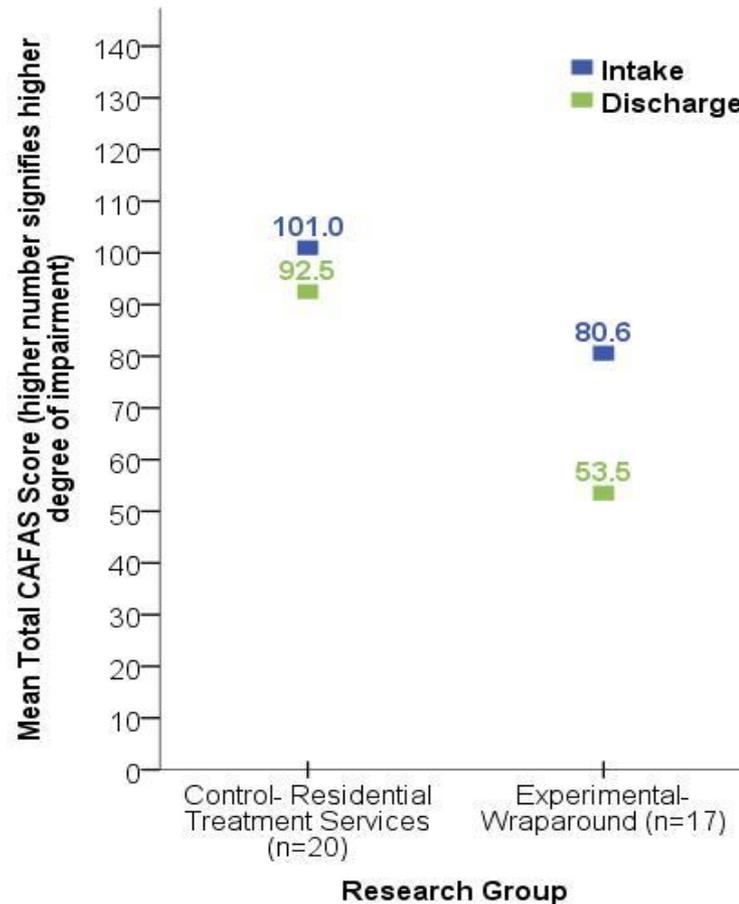
# What is family centered practice?

- **Strength-based**
- **Family participation “voice and choice”**
- **Community-based**
- **Outcomes driven**
- **Needs driven**
- **Unconditional care and regard**
- **Culturally competent**
- **Individualized child and family teams**

# Our first internal comparison study in 2005 persuaded us that evidence-based community programs were the way to go

## COMPARISON STUDY OF RESIDENTIAL TREATMENT AND WRAPAROUND SERVICES

Total CAFAS Score at Intake and Discharge (N=37)



At discharge, the youth receiving Wraparound services were functioning better than the control group

## Making the shift to community-based

- **Required new partnerships**
- **Partnered with community stakeholders and funders**
- **Engaged board members as champions for change**
- **Required leadership to communicate the vision**
- **Involved staff at all levels of the agency**
- **Developed new programs with a goal of stability and permanency in community-based settings**

## 2005- Stanford articulated a bold vision to close non-public school and group homes

- **Expanded community-based mental health services**
- **Provided mental health services in group homes**
- **Engaged in transparent communication with all levels of staff**
- **Gradually moved youth to neighborhood schools and reduced size of each group home**

## 2006 - Critical Year in Stanford Home's history

- **Formally articulated its commitment to family centered practices**
- **Expanded research department**
- **Closed non-public school**
- **Closed group homes**
- **Opened Juvenile Justice Program**
- **Brought Evidence-based practice (EBP) to the agency**

## Key research that leadership considered

**“Our results found that kids (mostly adolescents) who enter group home placements are about two-and-a-half times more likely to enter the juvenile-justice system relative to similar kids, with similar backgrounds, who are served in foster-home settings”**

- Joseph Ryan, a professor in the [Children and Family Research Center](#) (CFRC)

# The community context helped to drive change

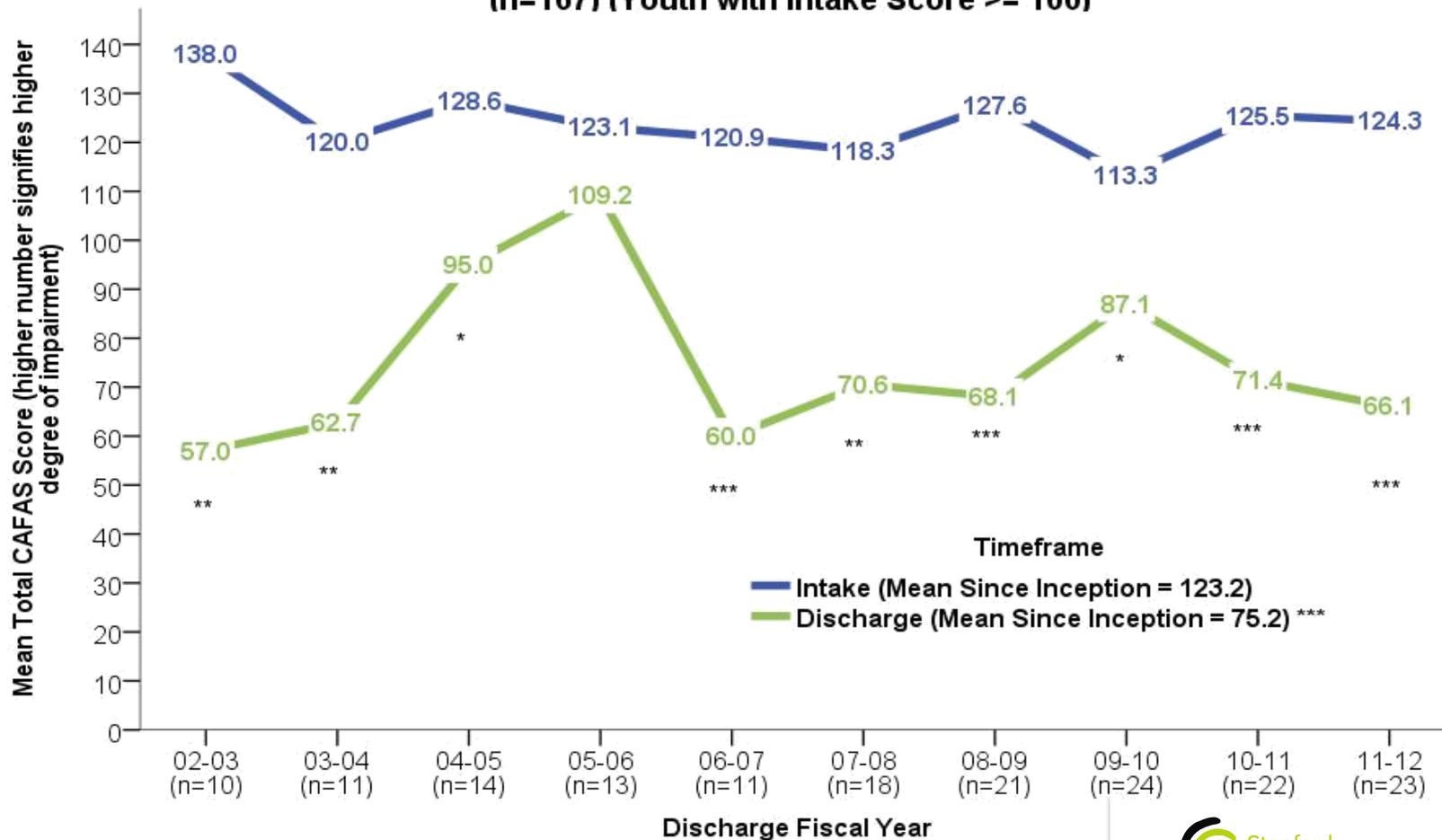
- **Major Juvenile Justice facilities closed between 2004 and 2009**
- **Youth Center closed in 2009**
- **Boys Ranch closed in 2010**
- **CPS group home use dropped by over 400% over the past 10 years**
- **Probation decided to close its group homes in 2010**

**From 2009 -current, we continued our commitment to outcomes and community-based services**

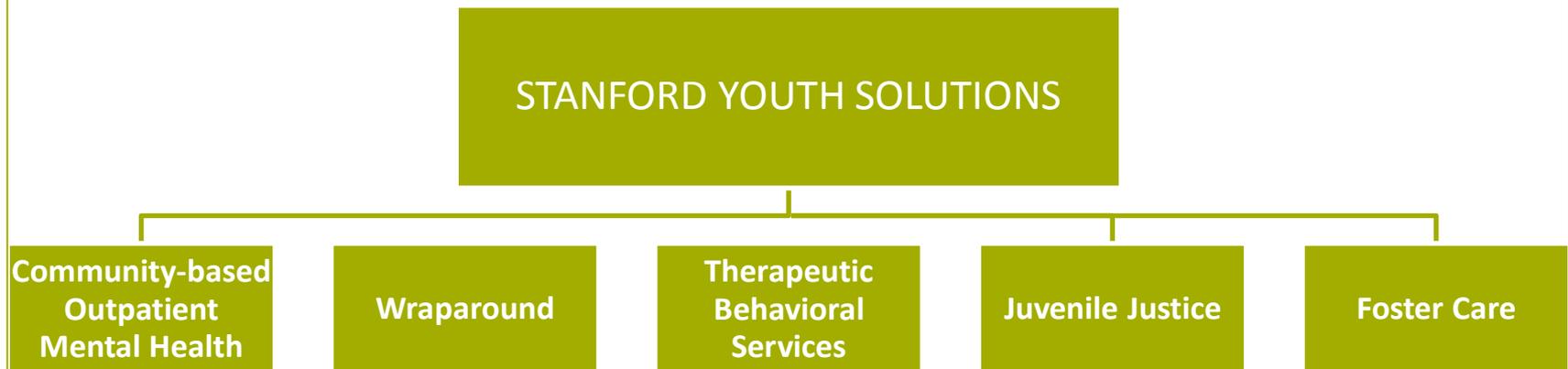
- **Expansion of evidence-based practices**
  - Functional Family Therapy (FFT)**
  - Aggression Replacement Training (ART)**
  - Trauma Focused Cognitive Behavioral Therapy (TF-CBT)**
  - Parent Child Interaction Therapy (PCIT)**
  - Wraparound (Promising Practice)**
- **Client and caregiver satisfaction surveys**
- **Routine collection of assessment data**
- **Benchmarking to compare our data to similar organizations in California and Nationally**

# Our most troubled youth experience significant improvements in functioning

**Total CAFAS Score at Intake and Discharge from Wraparound Since Inception through June 2012 (n=167) (Youth with Intake Score >= 100)**



# Today Stanford Youth Solution's operates family-centered mental health programs and services



# Community Based Outpatient Mental Health Program

- **Able to vary the type, location, frequency, duration, and intensity of outpatient mental health services in accordance with clinical needs**
- **Clinicians utilize evidence-based practices (EBP)**
- **Goals**
  - 1) increase behavioral and mental health functioning
  - 2) strengthen family relationships
  - 3) decrease contact with psychiatric facilities and law enforcement
  - 4) Increase connection to community resources and supports

# Wraparound Program

- **Intensive services**
- **Youth in residential placement**
- **Permanency focused**
- **Child Family Teams**
- **Mental Health interventions**
- **20 hours of service per month per youth**
- **Transition youth from out of state placements back home**
- **Serving older youth – Transition Age Youth (TAY)**

# Therapeutic Behavioral Services (TBS) Program

- **Serving youth at risk of higher level of care or hospitalization**
- **Intensive service**
- **Adjunct service**
- **Functional Behavioral Analysis/Plan/Implement**
- **Caregiver education and training**
- **24/7 capable service**

# Juvenile Justice Program

- **Collaboration with County Juvenile Probation Department including in-person case coordination meetings with field officers**
- **Functional Family Therapy (FFT) provided to every youth and family**
- **Reduces criminal behaviors and risk factors, while enhancing protective factors, and improving family relationships**
- **Links youth to pro-social activities and family to community supports**

# Foster Care Program

- **Intensive Treatment Foster Care**
  - Alternative to residential care
  - Family setting
  - 1 child per home, exceptions for siblings
  - Intensive in home support
  - Highly trained resource parents
- **Therapeutic Foster Care**
- **Youth ages 0-21**
- **Transitional Age Youth (TAY)**

**Stanford is committed to partnering with families and youth**

- **Director of Family Partnership**
- **Lead Youth Peer Mentor**
- **Participation on interview panels**
- **Membership on Executive Team**

## Changing expectations and frontline practice takes time

- **Involve staff at all levels of the culture shift**
- **Develop programs that focus on placement stability and long term improved functioning**
- **Involve key people as champions for change**
- **Partner with community stakeholders and funders**
- **Hire those who value community-based services and provide extensive training**

## Since our shift to community-based, we have experienced better results

- **Better outcomes for youth and families**
- **Fiscal strength**
- **Reduced employee turnover**
- **Stronger relationships with community partners**
- **Reduced liability for the agency**

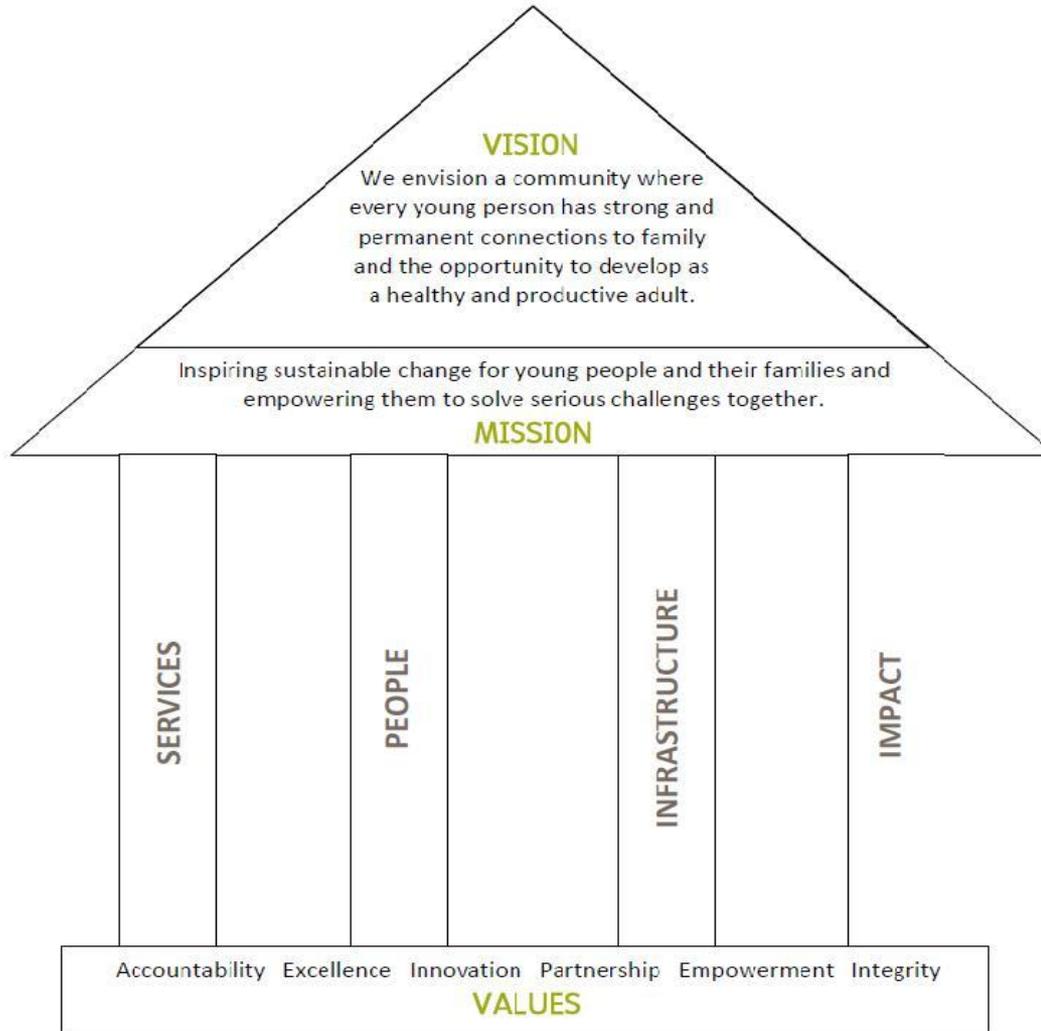
# Employee satisfaction continues to improve over time



## Improved Outcomes

- **Successfully transitioned 72% of youth living in residential placements to family settings**
- **Nationally recognized for our Juvenile Justice Program**
- **Statistically significant increase in functioning for youth served in Community-based mental health programs per CAFAS scores**
- **87% Satisfaction from youth and families**

# Today!



**Thank You!**

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