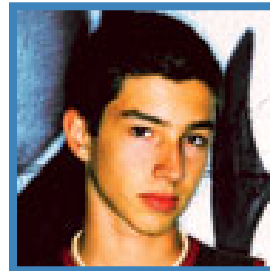


# ***Redirection: A Cost-Savings “Success Story”***



(Blueprints Conference, April 9, 2010)



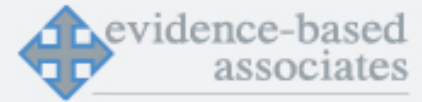
## ***Redirection (Snapshot)***

- Florida's **Problem**: high number of juvenile offenders committed to residential facilities for law violations
  - Office of Program Policy And Governmental Accountability report (OPPAGA) October 2001
    - "In Fiscal Year 1999-2000, judges committed 9,494 youth to the department. Commitments for a non-law violation of probation or a misdemeanor represented 41% of all commitments"*
- **Solution: Redirection**
  - An array of **evidence-based programs** that effectively 'redirect' at-risk youth from out-of-home placement to in-home/community-based treatment
  - uses EBA as the Intermediary Organization (IO) – an 'outsourced' alternative
- **Champions**: the Florida Legislature and the DJJ



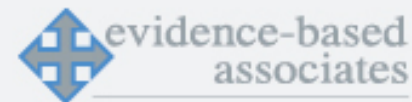
## ***EBA's Role in a Sustainable Evidence-Based System of Care***

- **Competitively negotiate with potential Providers for new teams**
- **Invest in training staff**
  - Establish an FFT externship site in Florida
  - Host an Annual MST Advanced Supervisor Workshop
  - Fund a Quality Assurance Consultant from FFT who is responsible for staff/team development
  - Invest in video equipment to allow for live weekly consultation for BSFT therapists
  - Build in Redundancy of activities for key positions
- **Annually monitor teams for performance targets in addition to contract compliance activities**
  - 70 % successful discharge
  - 75% will not have an offenses during services
  - 60% will not recidivate 1 year post discharge
- **Manage the Data for Continuous Quality Improvement Activities**
  - Monthly review of data with Providers and Models
  - Quarterly meeting to review data with Stakeholders
- **Collaborate with Providers to retain staff**
  - Bonus plan that rewards outcomes



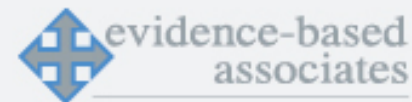
## ***The Evidence-Based Programs Currently Part of the Redirection Project***

- Blueprints Model EBPs utilized in Redirection:
  - Functional Family Therapy (FFT)
  - Brief Strategic Family Therapy (BSFT)
  - Multi-systemic Therapy (MST)
    - MST-Psych as an alternative to MH Placement
- Other models being added/proposed (e.g., NFP); some under an evaluation framework (ART, PLL, etc.)



***Redirection  
Capacity  
Actual & Expansion  
Summary***

	<b>Fiscal Year</b>	<b>Youth Served (Cumulative)</b>
<b>Yr 1</b>	`04 - `05	154
<b>Yr 2</b>	`05 - `06	505
<b>Yr 3</b>	`06 - `07	1222
<b>Yr 4</b>	`07 - `08	2623
<b>Yr 5</b>	'08 - '09	3691
<b>Yr 6 Phase 1</b>	7/09-2/10	4546
<b>Projected Yr 6</b>	3/10-6/10	5142



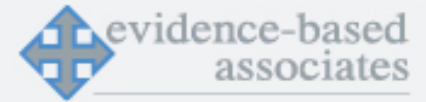
## ***Redirection Summary as of 3/31/2010***

	<b>Teams</b>	<b>Therapists</b>	<b>Supervisors</b>
<b>FFT</b>	9	30	8
<b>MST</b>	10	31	6
<b>BSFT</b>	2	5	1

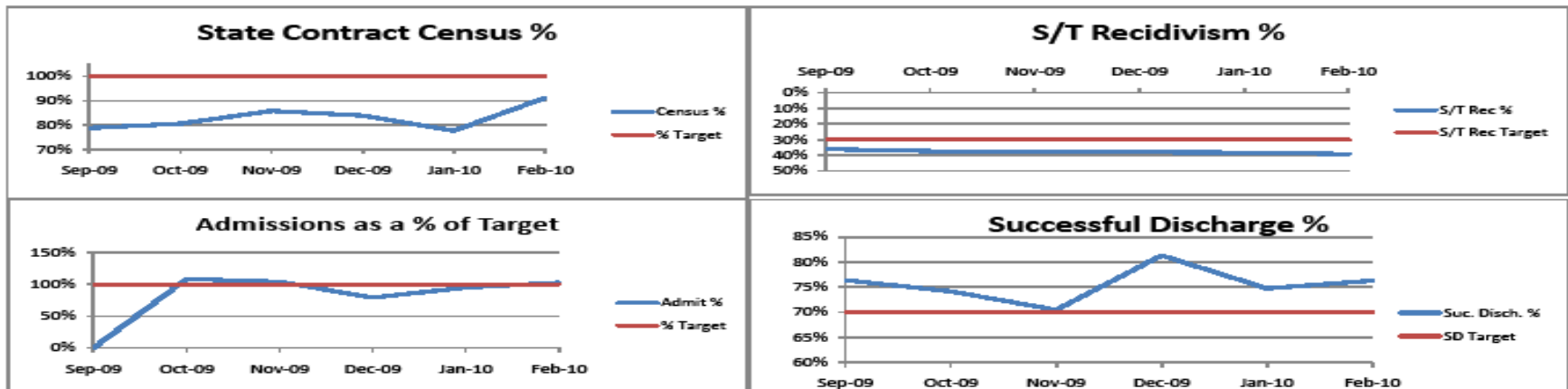


# Managing the Data

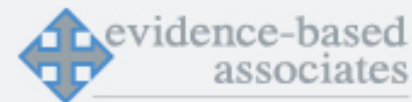
		<b>State</b>		<b>Quick Links</b>		
<b>Dashboard</b>		<b>Utilization</b> ●	<b>Adherence</b> ●	<b>Regions</b>	North	Central
Feb. 2010		<b>Discharges</b> ●	<b>S-T Recidivism</b> ●	<b>Modalities</b>	FFT	MST
		<b>Admissions</b> ●		<b>Providers</b>	APS	Camelot
					CYS	Eckerd
					ICFH	Lee
					VQ	WF
				<b>Additional Info</b>	Data Table	Graphing
					Grade Expl	
<b>Grades</b>						
<b>Utilization</b> ●		<b>Adherence</b> ●		<b>Discharges</b> ●		
State Contract Census	91%	BSFT			Successful Discharge %	76%
FTE	83%	FFT				
		MST				
<b>Short-Term Recidivism</b> ●		<b>Admissions</b> ●		<b>Annual Benchmarks</b>		
Adjudication + Pending %	39%	Admissions as % of Target		102%	Recidivism O.D.S.	Met
						Met



# Managing the Data







## ***Redirection Costs***

### **Blended Case Rate = \$7,550**

Provision of Services	\$5,247	69.5%
Project Management	\$ 604	8%
Quality Assurance	\$ 378	5%
Training	\$ 604	8%
Travel	\$ 302	4%
Project Administration	\$ 415	5.5%

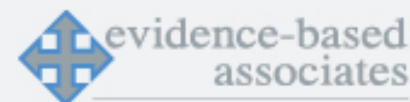


## ***Redirection Project***

“When deciding how to invest wisely in stopping juvenile crime, use science, data collection and accountability to guide policy. Florida has shown it can do this with its successful Redirection Program.”

**- Fight Crime: Invest in Kids Report, October 2007**

“Over the past four years, the Redirection Program has operated at a lower cost than residential juvenile delinquency programs and has achieved better outcomes”- **OPPAGA: Redirection Saves \$36.4 Million and avoids \$5.2 Million in Recombitment and Prison Costs report, May 2009**

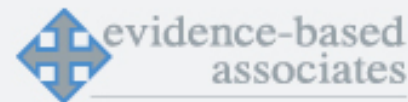


*Serving Kids & Families,  
Saving Money, Improving Public Safety (through 2009)*

- 31% Reduction in Felony Convictions & Adjudications One Year After Completion
- \$36.4 Million Savings and \$5.2 million in Cost Avoidance in recommitment and prison costs
- Reduces Need for Future Prison Construction and Maintenance, Higher Taxes

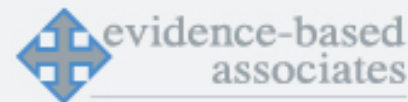
“Spending just one dollar on evidence-based programs can yield up to \$15 in benefits to society, whereas, more punitive approaches like detention and juvenile boot camps yield less than \$2 in benefits.”

**- Justice Policy Institute, July 2007**



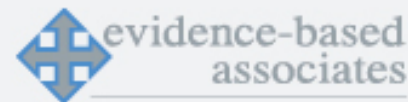
## ***2010 Outcome Evaluation***

- The Justice Research Center (JRC) serves as an independent evaluator of the Redirection Project
- The JRC has conducted an annual outcome evaluation of Redirection programs in Florida for the last 3 years
- The focus here is on the 2010 outcome evaluation results
- Primary goals of research:
  - To evaluate the extent to which Redirection programming results in successful youth outcomes in comparison to juvenile residential incarceration; and
  - To evaluate the cost effectiveness of Redirection programs in comparison to juvenile residential incarceration.



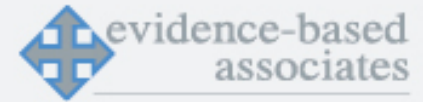
## ***Defining Successful Outcomes***

- Numerous measures of successful outcomes
  - Quantitative and qualitative measures
  - Domains: delinquent behavior; educational performance; employment; involvement in prosocial activities; reduction in criminogenic risks and needs; improved quality of life; and change in attitudes, beliefs and behaviors
- Florida Department of Juvenile Justice (DJJ) defines success in terms of subsequent delinquency involvement



## ***Recidivism Definition***

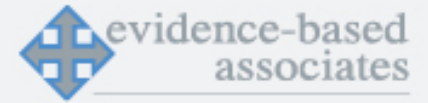
- Official FDJJ recidivism definition:
  - Any subsequent juvenile adjudication (including adjudication withheld) or adult conviction within one year of program completion
- According to the 2008 FDJJ Common Definitions Report this measurement of recidivism is preferable to other dimensions of post program success because it *“...provides a reliable indication that the youth was found to have committed the offense”* (pg. 25)
- Definition used for Redirection outcome evaluation



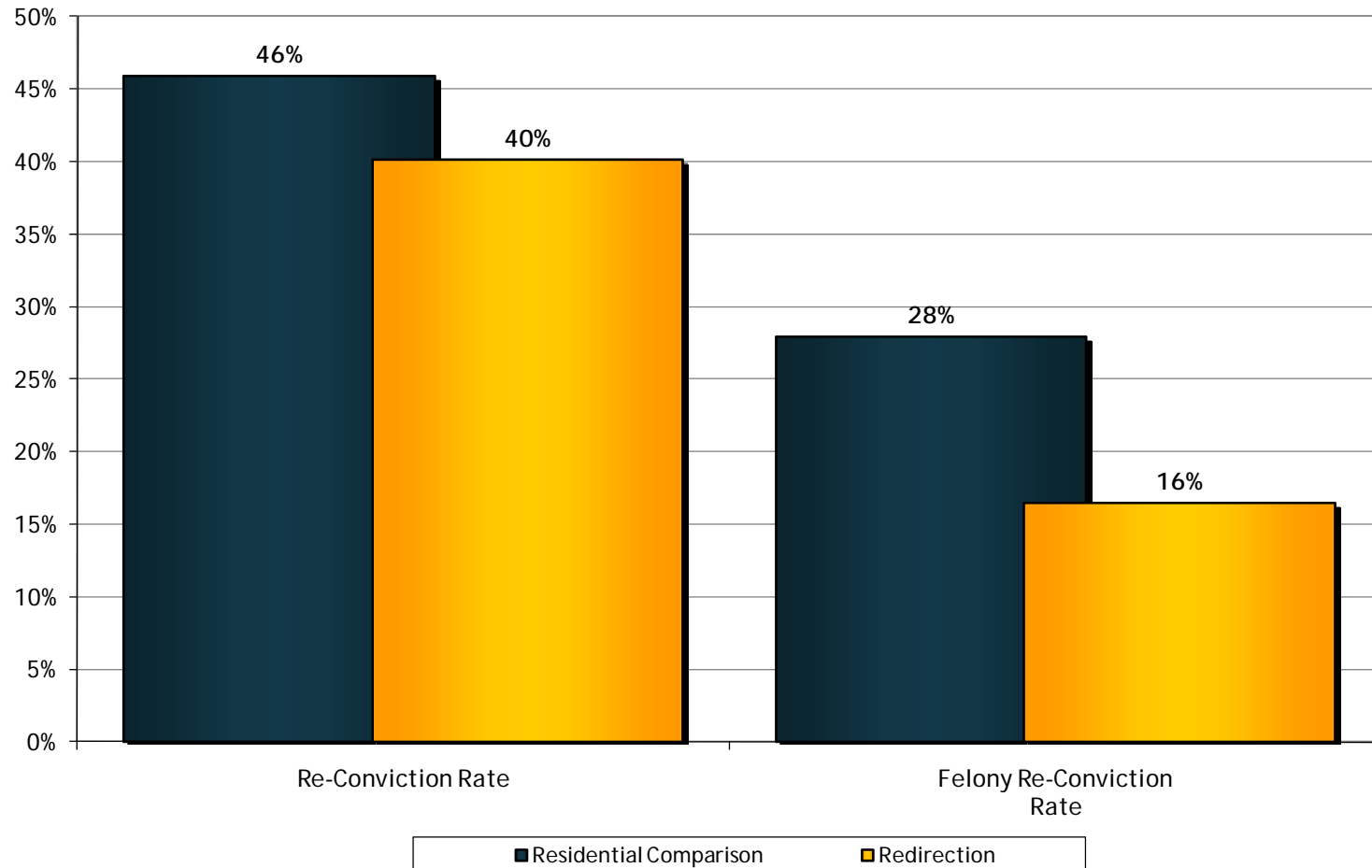
## Descriptive Statistics – Sample One

	Redirection	All Residential <sup>1</sup>
<b>Total Completions</b>	<b>905</b>	<b>6,423</b>
Males	661 (73%)	5,460 (85%)
Blacks	367 (41%)	3,354 (52%)
Hispanics	169 (19%)	668 (10%)
Average Age at Release	16.2	17.1
Average Age at First Offense	13.7	13.3
Average Prior Referral Seriousness Index	24.6	45.5
Average Prior Adjudication Seriousness Index	10.1	22.0
Average Number of Prior Charges	9.9	19.3
Average Number of Prior Adjudications	4.2	8.1
- <i>Violent Felonies</i>	0.2	0.6
- <i>Property Felonies</i>	0.6	1.5
- <i>Other Felonies</i>	0.1	0.4
- <i>Misdemeanors</i>	1.6	2.7
- <i>Other Delinquent Acts</i>	1.2	2.3

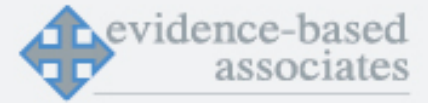
<sup>1</sup> Includes all residential completions from Low-, Moderate- and High-Risk commitment



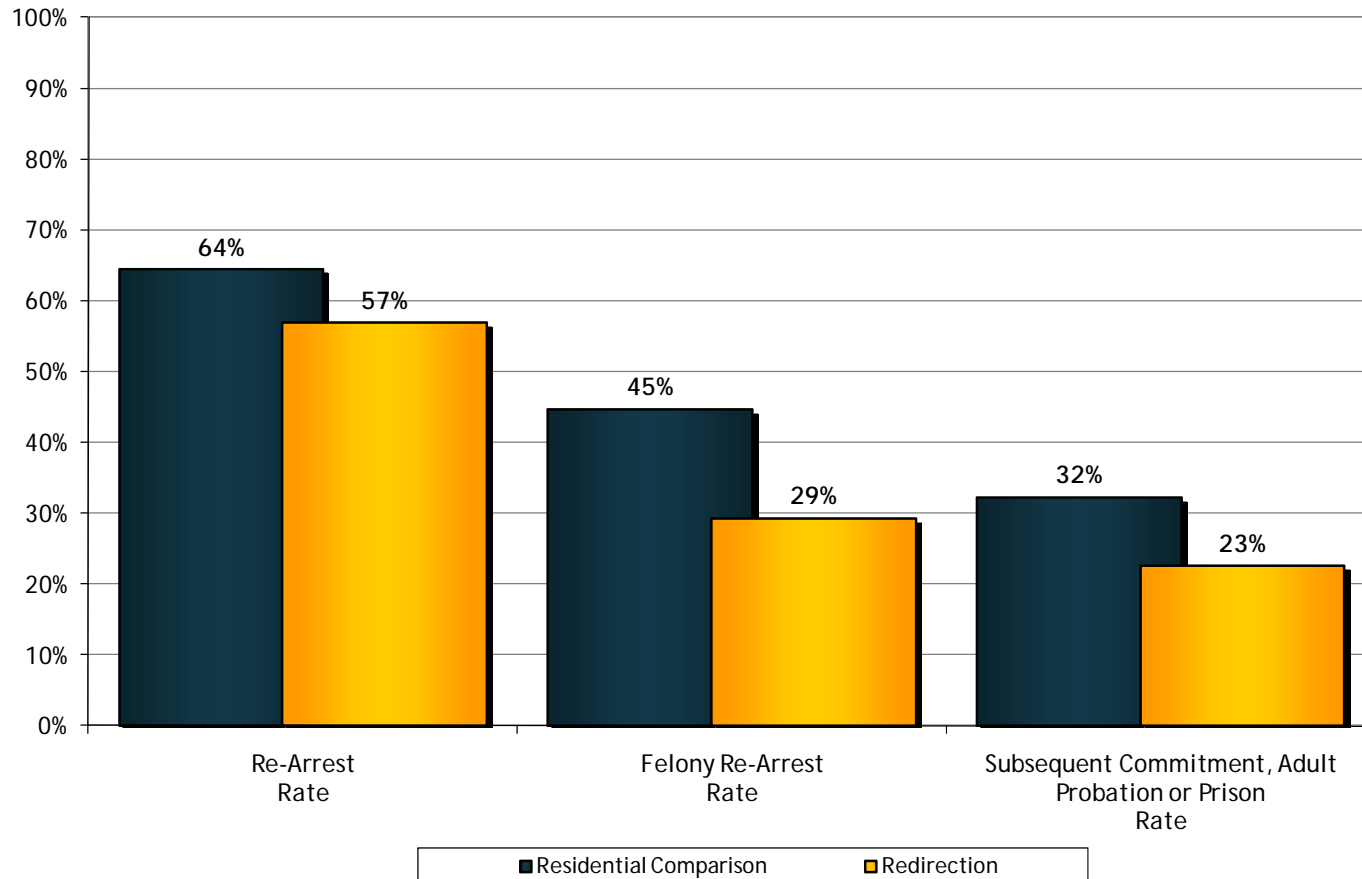
## Re-Conviction Rates for Redirection and All Residential Completions

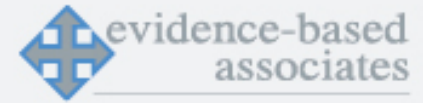






## Re-Arrest and Placement Rates for Redirection and All Residential Completions

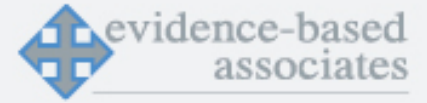




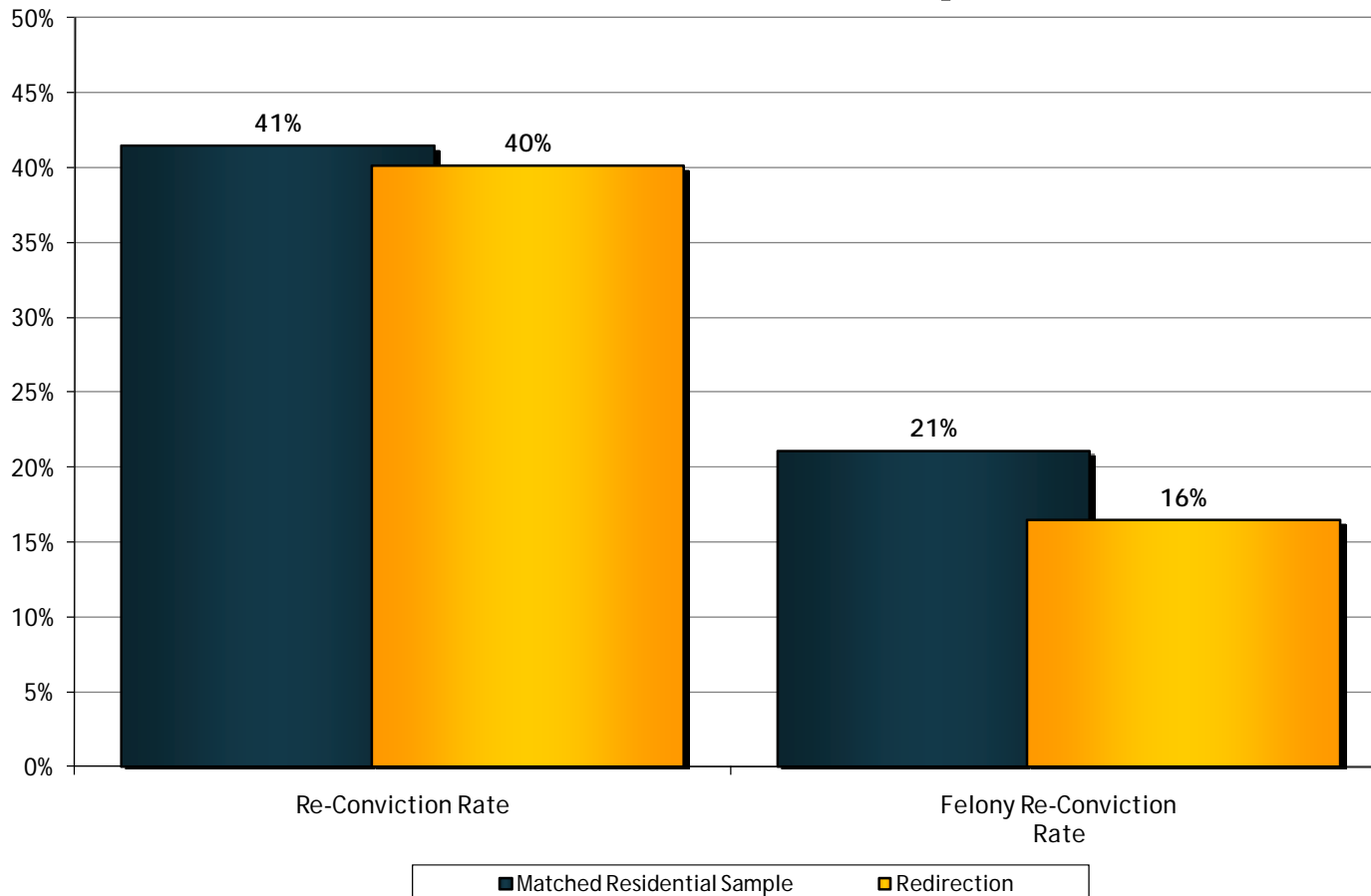
## Sample Two – Descriptive Statistics

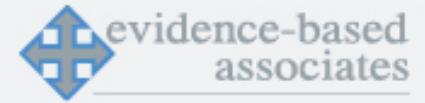
	Redirection	Matched Residential Sample <sup>1</sup>
<b>Total Completions</b>	<b>905</b>	<b>905</b>
Males	661 (73%)	613 (68%)
Blacks	367 (41%)	355 (39%)
Hispanics	169 (19%)	90 (10%)
Average Age at Release	16.2	16.1
Average Age at First Offense	13.7	13.2
Average Prior Referral Seriousness Index	24.6	26.2
Average Prior Adjudication Seriousness Index	10.1	10.8
Average Number of Prior Charges	9.9	10.5
Average Number of Prior Adjudications	4.2	4.4
- <i>Violent Felonies</i>	0.2	0.3
- <i>Property Felonies</i>	0.6	0.7
- <i>Other Felonies</i>	0.1	0.1
- <i>Misdemeanors</i>	1.6	1.7
- <i>Other Delinquent Acts</i>	1.2	1.3

<sup>1</sup> Residential completions were matched to Redirection completions by a propensity score.



## *Re-Conviction Rates for Redirection and Matched Residential Sample*





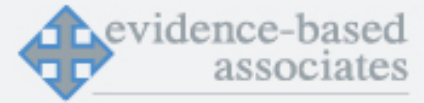
## ***Re-Arrest and Placement Rates for Redirection and Matched Residential Sample***



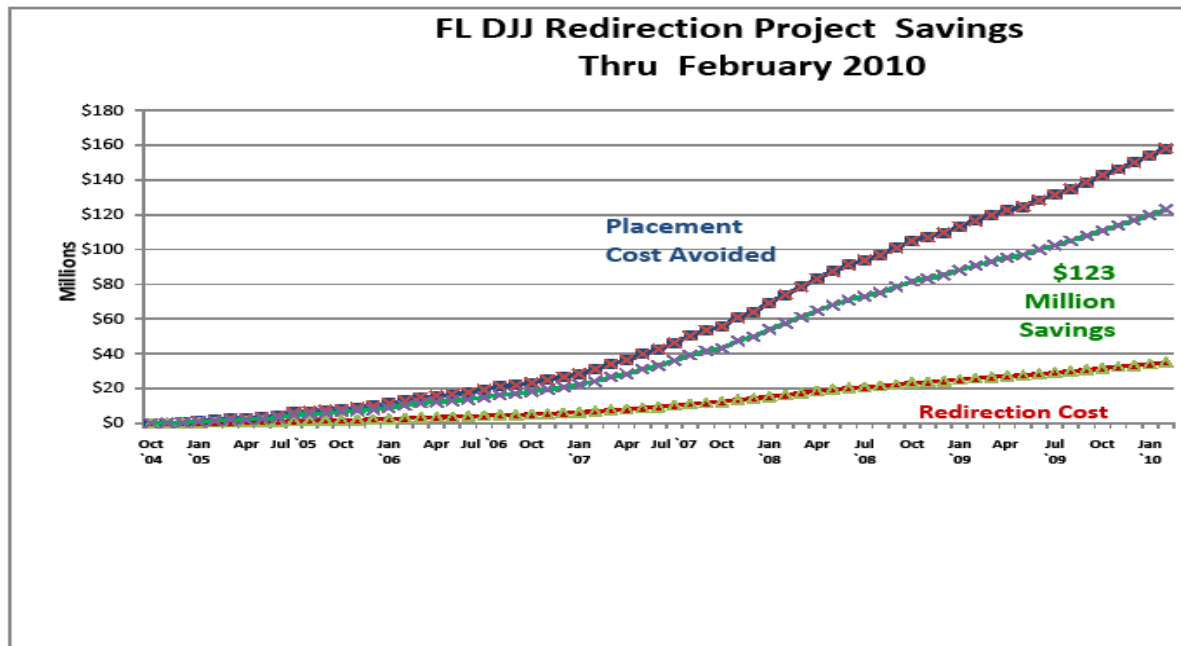


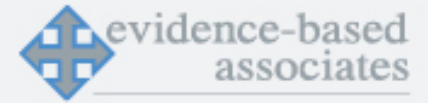
## ***Cost Effectiveness Calculations***

- Measured in terms of average cost per completion
- 2007-08 actual annual expenditures used for calculation
- Residential costs include low, moderate and high-risk program
- Average costs per completion:
  - Residential: \$40,235
  - Redirection: \$9,295
- Cost difference = \$30,940

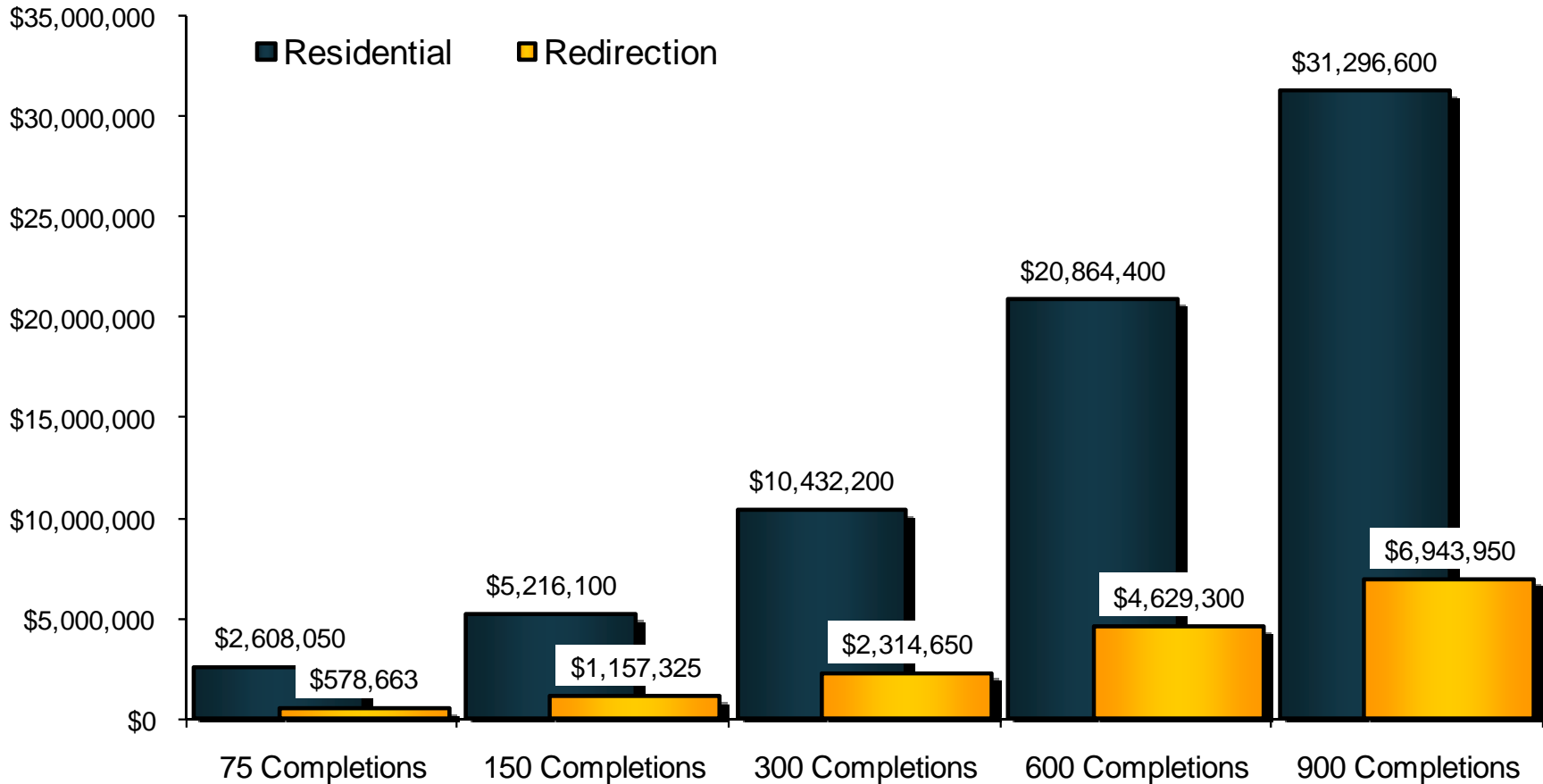


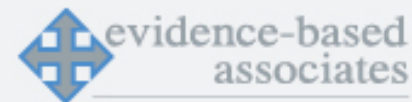
# Redirection Costs in Comparison with Residential





## Cost Effectiveness



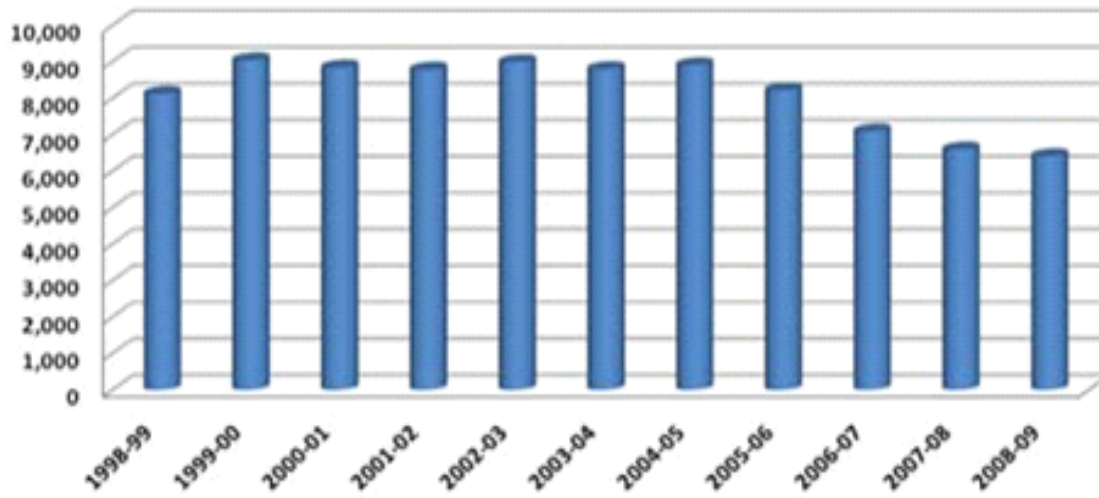


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<b>Projected Yr 6</b>	3/10-6/10	5142



### Individual Youth Assigned to Residential Commitment (1998-99 through 2008-09)





## ***Questions?***

### **Evidence-Based Associates**

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