

**Fiscal Year 2016  
High Risk Young Mothers  
Performance Benchmarks and Outcomes Report**



## Overview and Highlights

In FY 16, Roca served 141 high-risk young mothers in the greater Boston area (61% were enrolled in prior fiscal years and 39% were new enrollments in FY16). By the end of the fiscal year, 35 participants were in Phase 1, 58 were in Phase 2, and 48 were in Phase 3 of Roca's four-year behavior change model for high-risk young mothers, an adapted two-generation pilot program that completed its fourth full year of operation on 6/30/16.

The following table provides a summary of Roca's progress toward achieving the model's performance measures and Intermediate Outcomes with these very high-risk young mothers. Details are provided in the following pages.

<b>Participants</b>	
Enrolled Young Mothers	<b>141</b>
Enrolled Children	<b>160</b>
Retention	<b>77%</b>
<b>Performance Standards</b>	
<b>Increase Engagement with Staff (n=114)</b>	
Weekly Average Contact Rates (2x/wk.)	<b>69%</b>
<b>Increase Programming Engagement (n=114)</b>	
Overall Programming Engagement	<b>73%</b>
Life Skills / General Engagement	<b>52%</b>
Educational / Pre-Vocational Engagement	<b>63%</b>
Employment Engagement	<b>38%</b>
<b>Transitional Employment (n=114)</b>	
Basic Transitional Employment Enrolled	<b>33</b>
Basic Transitional Employment Completion Rate	<b>59%</b>
<b>Increase Educational and Employment Gains</b>	
Educational Gains at 18-24 months (n=31)	<b>68%</b>
Employment Gains at 18-24 months (n=34)	<b>79%</b>
<b>Increase Access to Bundled Services (n=114)</b>	<b>86%</b>
<b>Intermediate Outcomes</b>	
Placed in Unsubsidized Employment at 24+ months (n=48)	<b>81%</b>
Still Employed (n=39)	<b>95%</b>
Retained Employment for 90 Days (n=36)	<b>97%</b>
Retained Employment for 180 Days (n=36)	<b>94%</b>
Delayed Subsequent Pregnancies Until 24 <sup>th</sup> Birthday	<b>87%</b>
<b>Child Outcomes</b>	
Received ASQ Developmental Assessment (n=160)	<b>51%</b>
Referred to Early Intervention services (n=81)	<b>9%</b>
Utilization of Early Intervention referrals (n=7)	<b>86%</b>

## Roca's Young Mothers Program: Mission and Model

**Roca's Mission** is to disrupt the cycle of incarceration and poverty by helping young people transform their lives.

**Roca's Young Mothers Program (YMP)**, launched in 2012, is an adapted two-generation model focused on improving the life opportunities of high-risk young mothers so that they can overcome poverty and raise their children in an environment in which both mother and child will thrive. Since 2012, Roca's YMP has targeted only the highest-risk 16-24 year-old young mothers in the Greater Boston area—those who are not ready, willing, or able to participate in more traditional programming. These young mothers are extremely disconnected, disengaged, and live on the margins of communities characterized by high levels of poverty and crime. Their lives are very unstable, as reflected in their demographic and risk profiles.

Like Roca's Intervention Model for young men entangled in the justice system, Roca's YMP is designed to allow participants enough time to undergo meaningful behavior change, which will enable our young mothers to develop the skills necessary to stay out of harm's way, become strong parents, and overcome poverty. Roca's YMP is a four-year model that utilizes relentless outreach and intensive case management to recruit and retain high-risk young mothers. In the context of transformational relationships with youth workers and other staff members, the YMP provides mothers with two years of intensive programming in alternative education (HiSET/ESL), employment (vocational training, transitional employment, and job placement), life skills, and parenting, followed by an additional two years of less intensive support for follow-up and sustainment of change.

In addition to the intensive level of services and supports provided to the young mothers, whose challenges are at the forefront of the family situation, Roca also provides less intensive programming and supports for the children of these young mothers, including child care with light early education, dual programming for both mother and child, developmental and social-emotional assessments (ASQ), and referrals to early intervention partners. In the coming fiscal year, Roca's YMP will be focused on formalizing "light touch" educational programming for the children and our young mothers to participate in together, through a partnership with the Institute for Child Success.

Roca has established the following long-term outcomes for the YMP, each to be examined at five years from enrollment:

- Delayed subsequent pregnancies until the age of 24;
- Sustained engagement and/or advancements in education and employment;
- Sustained social support networks; and,
- On-time attainment of infant/child social and emotional developmental goals.

The following pages illustrate young mothers' progress toward meeting the YMP performance measures and intermediate outcomes necessary for realizing these long-term outcomes.

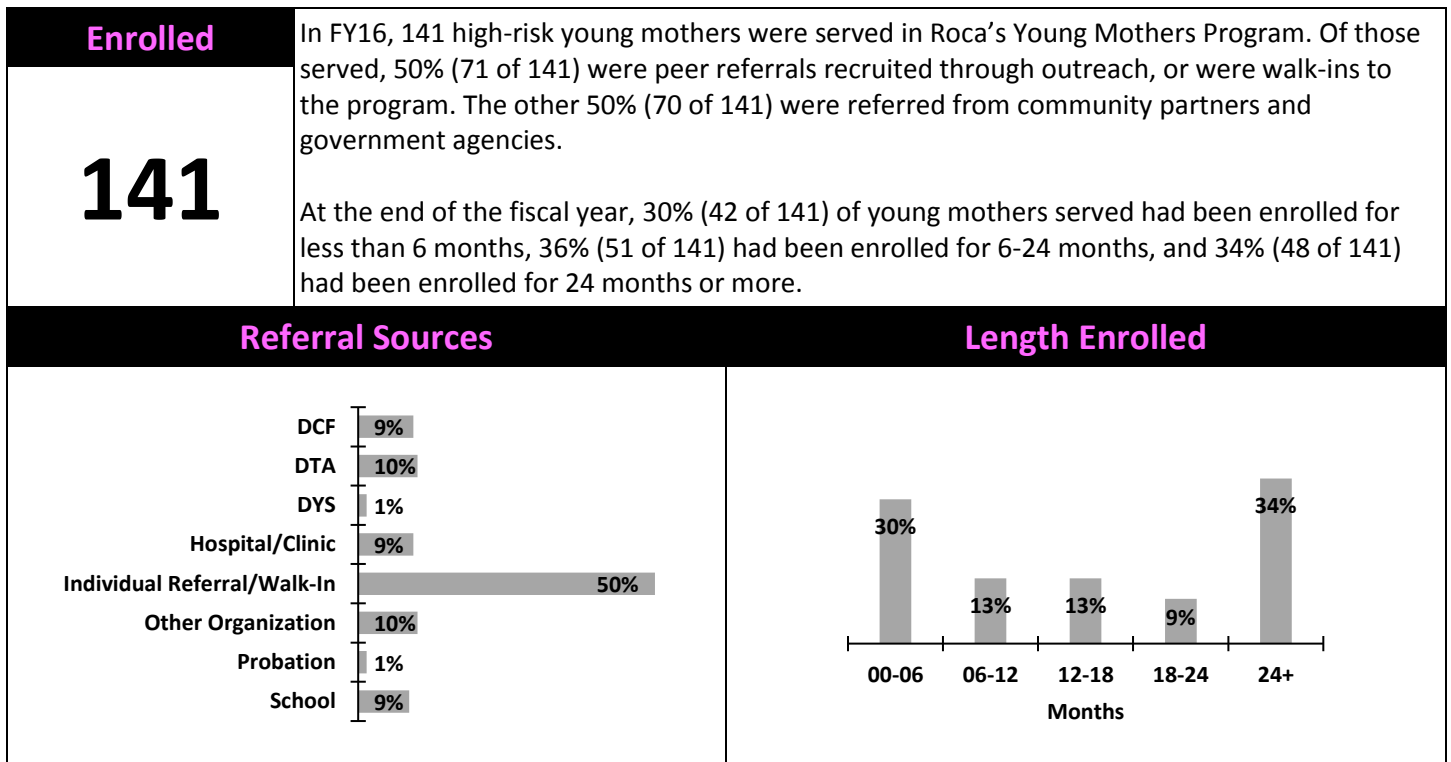
## Participants Served

Roca's young mothers are referred from both formal and informal networks within the surrounding cities in Eastern Massachusetts including: Chelsea, East Boston, Revere, Lynn, Somerville, Malden, Everett, and Cambridge. These networks consist of community partners, local and state agencies, and affiliates of participants whom we serve. While YMP referrals are received from the MA Department of Children and Families, the MA Department of Transitional Assistance, schools, hospitals, and clinics, the majority of young mothers served are recruited through outreach by Roca and word of mouth in the communities in which they reside.

Roca's YMP utilizes a robust assessment tool to identify young mothers' dynamic and static risk factors that make them high-risk for long term poverty, unemployment, and subsequent pregnancies before age 24. These include: risky behaviors, current and prior systems involvement (child welfare, foster care, criminal justice), history of victimization (physical or emotional abuse, traumatic events, gang violence), housing status, and education and employment history. This information is gathered through intentional conversations with the participant and through community partners involved in their lives. Supervisors convene weekly to discuss the status of referrals received and determine eligibility for participants within 90 days from the referral date.

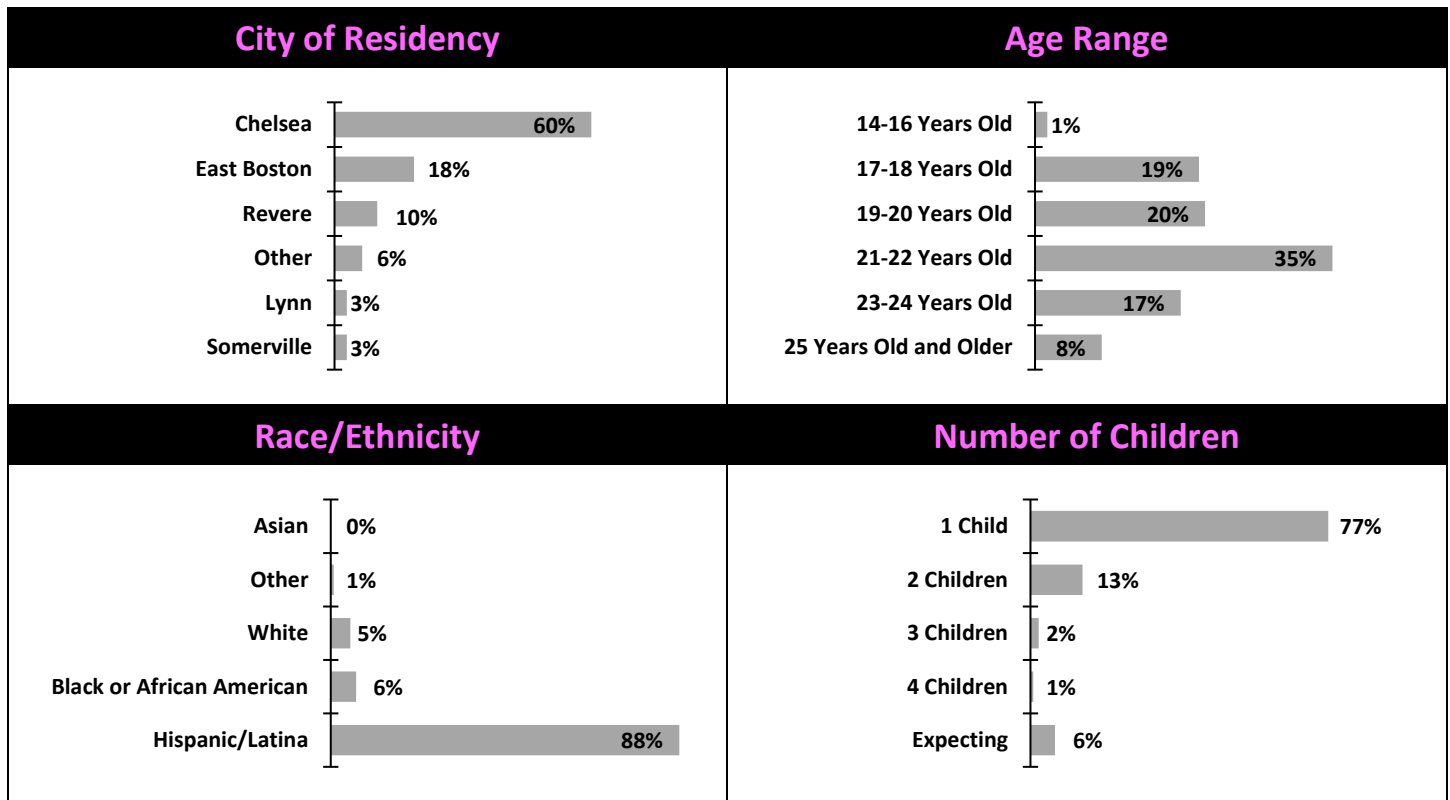
Roca is seeking to serve those young mothers and children who, without this long-term intervention, are left unserved; those who refuse, do not qualify for, or cannot succeed in other traditionally short-term services for young parents; those who are at high risk of long-term poverty as a result of disengagement, disenfranchisement, young parenthood, emotional dysregulation, lack of education and employment skills, and/or systems involvement.

In FY '16, Roca's YMP served 141 young mothers at its site in Chelsea, MA. Details on the demographics of these young mothers can be found below.



## Basic Demographics

In FY16, Roca's YMP participants had a mean age of 21.4; over three quarters (88%) were Hispanic/Latina; and over half (60%) resided in the City of Chelsea. Over three quarters (77%) had only one child, while 16% had two or more children, and 6% were expecting. A total of 160 children were in the program during FY16.

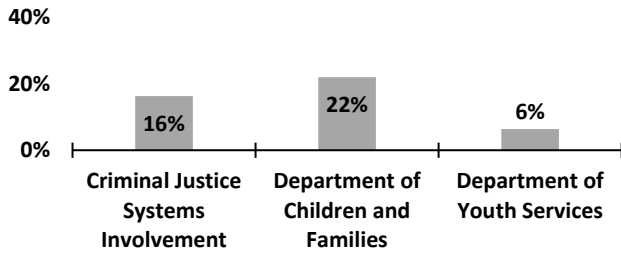


## Risk Factors

The lives of high-risk young mothers in Roca's YMP are characterized by intersecting sources of socioeconomic disadvantage, including systems involvement, minimal educational achievement or employment history, risky behaviors, a history of victimization, immigrant or refugee status, and housing instability. Complex life circumstances combined with trans-generational poverty and young parenthood make this population of young mothers extremely challenging to engage in programming. Roca's YMP is an adapted two-generation approach (intensive mother-focused intervention with child elements) that is designed to use evidence- and best practice-based principles to demonstrate that these young mothers can change their behaviors and build skills over time, thus improving the potential life outcomes for their children. Details on the risk factors of the young mothers served are found below.

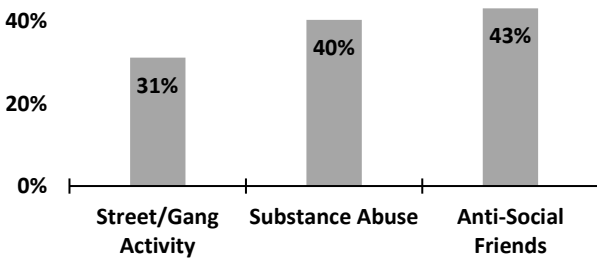
All data regarding risk factors represent answers to questions posed to young mothers in the first 60 days of enrollment. Because these questions focus on current involvement in socially undesirable behaviors, we expect that the reported rates of involvement are conservative estimates.

## Systems Involvement



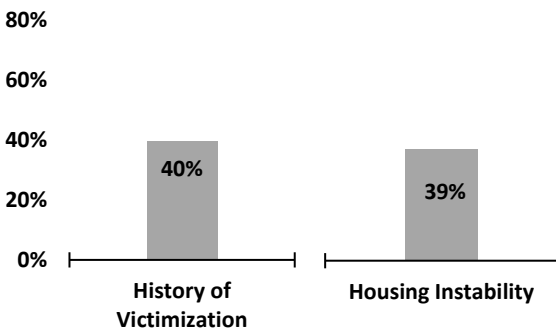
- Nearly one quarter of YMP participants (23%, or 32 of 141) had current or prior experience with the adult and juvenile (DYS) correctional systems.
- Nearly one quarter of participants (22%, or 31 of 141) were involved with the Massachusetts Dept. of Children and Families (child protective services).

## Risky/Antisocial Behaviors

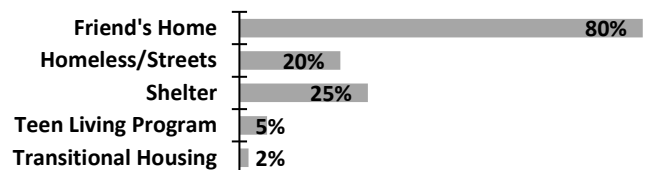


- Nearly one third of participants (31%, or 44 of 141) reported being involved with street/gang activity.
- Forty percent (40%, or 57 of 141) reported abusing drugs or alcohol.
- Nearly one half of young mothers (43%, or 61 of 141) reported being associated with friends/significant others who are actively street and/or gang-involved.

## Well-Being and Living Situation

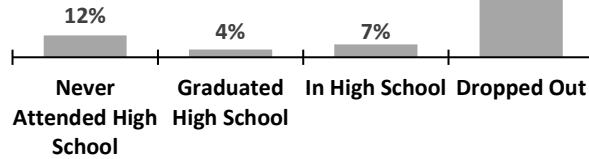
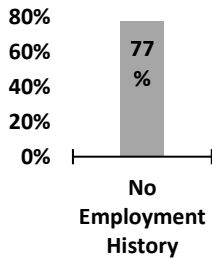


- Over one third of young mothers (40%, or 56 of 141) reported being, or having been, a victim of physical, sexual, or emotional abuse. (Note: Roca believes that this number is underreported, and that anecdotal information indicates that at least 75% of participants have been victimized. We believe this is a data challenge. To address this, Roca is working to train all program staff to ensure data for this measure is being collected as accurately as possible moving forward.)
- 39% of mothers (55 of 141) reported having unstable housing in the three months prior to intake. In selecting all of the places that they had lived over the past 3 months, these 55 young mothers provided the following responses (many having lived in multiple places):



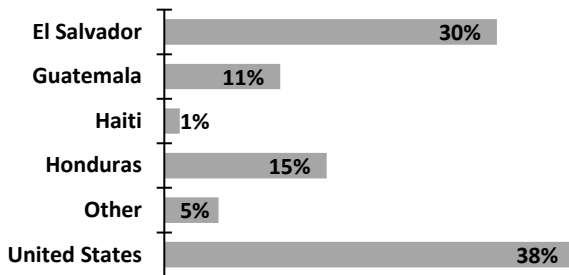
In FY 2017, Roca will be able to utilize this data to assess the degree to which young mothers experience housing instability throughout their program engagement and will work to measure the program's impact on housing instability overall.

## Education and Employment History



- More than three quarters of young mothers (77%, or 109 of 141) had no prior employment history upon intake.
- Eighty-nine percent of young mothers (89%, or 125 of 141) had either dropped out of high school prior to intake or had never attended high school.

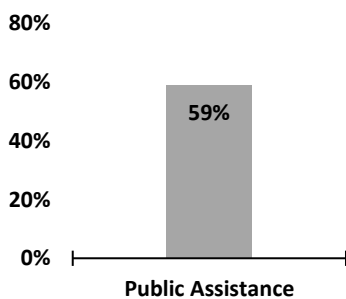
## Immigration and Countries of Origin



The countries of origin for Roca’s young mothers followed the diaspora of Hispanic and Latino populations in Greater Boston, with the majority of foreign-born participants from El Salvador (30%) and Honduras (15%).

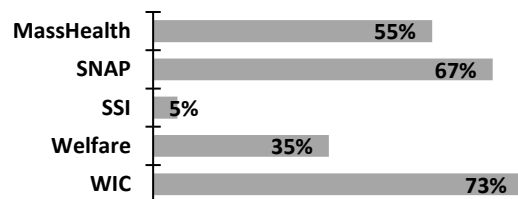
- Due to increased gang violence in Central America, Roca’s service area in Chelsea, East Boston, Everett, and the surrounding communities saw a significant increase in immigration of unaccompanied young mothers from Central America to the U.S. with children in tow.
- Nearly two thirds of young mothers (62% or 88) are immigrants born outside of the United States.
- One-third of young mothers (33% or 47) were undocumented immigrants, or did not have legal documentation to work in the United States.

## Utilization of Public Assistance at Intake



Despite low earning capacity and having dependent children, at intake:

- Only 59% (83 of 141) reported that they received public assistance. Of the 83 that received public assistance, the following programs were being utilized:



- In FY 2017, Roca will continue to track this data but will also track each participants use of public benefits over time, assessing both increases and decreases in usage as they move towards economic stability.

# Program Retention and Attrition

## Retention and Attrition

Fundamental to YMP success is Roca’s ability to hold on to young mothers that are unable to engage in traditional programming or work. Roca’s model is designed to help young parents build strong relationships with the front line program staff, engage in programming designed to meet their level of readiness, and to see and feel incremental progress as well as learning from failures and relapses.

<b>Retention</b>	<p>By the end of FY '16, <b>77% or 109 participants served were still actively engaged in the YMP model</b>, while 23% or 32 were dismissed due to mobility or other factors.</p> <p>As indicated in the chart to the bottom left, 78% or 25 of those dismissals were due to young mothers leaving Roca’s Greater Boston service area.</p> <p>Further, as detailed in the chart to the bottom right, 38% of dismissals occurred during the first 6 months of enrollment. Despite multiple efforts by program staff, there is a higher likelihood of losing young people during this period as it is the time we are just beginning to build relationships with very high-risk young people who are resistant to committing to any program.</p>
<p><b>77%</b> 109 out of 141</p>	

Attrition Reasons (n=32)	Time Elapsed Between Enrollment and Attrition (n=32)																										
<table border="1"> <caption>Attrition Reasons (n=32)</caption> <thead> <tr> <th>Reason</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Unsuccessful Completion</td> <td>6%</td> </tr> <tr> <td>Unable to contact/locate</td> <td>13%</td> </tr> <tr> <td>Moved out of service area</td> <td>78%</td> </tr> <tr> <td>Long-term shelter placement out of service area</td> <td>3%</td> </tr> </tbody> </table>	Reason	Percentage	Unsuccessful Completion	6%	Unable to contact/locate	13%	Moved out of service area	78%	Long-term shelter placement out of service area	3%	<table border="1"> <caption>Time Elapsed Between Enrollment and Attrition (n=32)</caption> <thead> <tr> <th>Months</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>00-06</td> <td>38%</td> </tr> <tr> <td>06-12</td> <td>9%</td> </tr> <tr> <td>12-18</td> <td>25%</td> </tr> <tr> <td>18-24</td> <td>13%</td> </tr> <tr> <td>24-30</td> <td>9%</td> </tr> <tr> <td>36-42</td> <td>6%</td> </tr> <tr> <td>42-48</td> <td>3%</td> </tr> </tbody> </table>	Months	Percentage	00-06	38%	06-12	9%	12-18	25%	18-24	13%	24-30	9%	36-42	6%	42-48	3%
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## Performance Measures

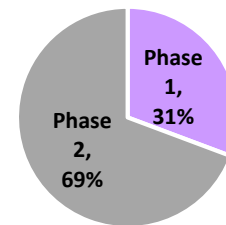
### Served Within the First Two Years of the YMP Intervention Model

This section of the report focuses on performance measures for young mothers in Phase I and Phase II, or the first two intensive years of the YMP intervention model.

To assess participant progress, our customized Performance Management System measures short-term benchmarks and indicators, intermediate outcomes and long-term participant outcomes as defined through the 3 Phases of the YMP intervention model. Phase 1 (0-6 months from enrollment) of the model is defined by indicators reflecting initial participant engagement. Phase 2 (6-24 months from enrollment) is defined by benchmarks and intermediate outcomes reflecting significant behavior change. Phase 3 (24-48 months from enrollment) is defined by intermediate and long term outcomes reflecting sustained, positive behavior change.

- Of the 141 participants served, 81% or 114 received intensive services (first 2 years of the intervention model)
- By the end of the fiscal year, 31% of participants (35 out of 114) were in Phase 1, 69% (79 out of 114) were in Phase 2.

#### Phase Status



### Increase Engagement with Staff

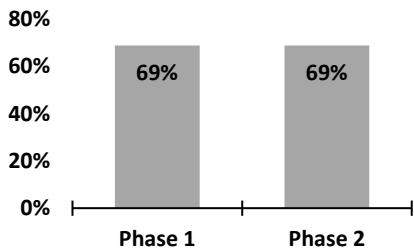
Transformational Relationships are the basis of intensive case management within Roca's YMP. The underlying theory behind our Intervention Model is that relationships change us—that positive change comes about within the context of mutuality, shared experience, and a sense of responsibility, not only to oneself, but to another. That's why Roca's youth workers are available 24 hours a day, and are often the only trusted adult in a high-risk young mother's life who is there to guide her when she is in crisis. The relationship between a Youth Worker and a young mother is more profound than a friendship—it is effectively intentional and mutually respectful.

#### Weekly Average Contact Rates (2x/wk.):

Because high-risk young people have had little or no experience with adults who impose consistent expectations of healthy behavior, they are prone to frequent disengagement and rejection of constructive relationships. Therefore, youth workers must relentlessly reconnect with young mothers who periodically reject them and refuse to engage in programming. This pattern is crucial to the process and must happen continuously throughout the relationship. While a young person may show up at Roca three times in one week, they may just as likely refuse to come back the following week. It is the youth worker's responsibility to track down that young person and reengage them.

The chart below illustrates the percentage of participants who receive a minimum of 2 contacts per week by phase in the Intervention Model.

## Contact Standards



- Youth worker contacts with young people are critical to helping them to build positive behaviors and skills over time.
- 69% of Roca’s Phase I participants (24 of 141) and 69% of Roca’s Phase 2 participants (55 of 141) have received a minimum of 2 contacts per week.
- Contact percentages do not include efforts made by the youth worker that did not result in a face-to-face or a verbal conversation with the participant.

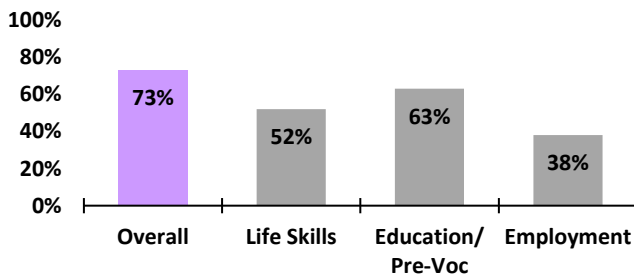
## Increase Programming Engagement

### Engaged in Programming:

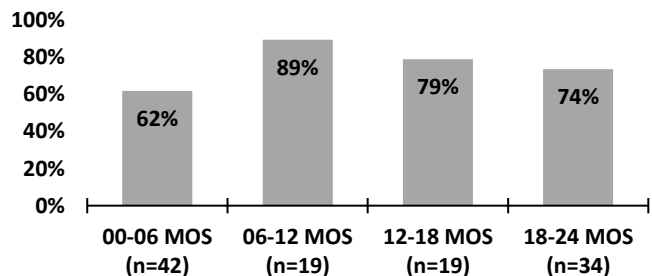
Another key component of Roca’s model is stage-based programming, which includes alternative education, prevocational training, life skills training and transitional employment. All stage based programming is designed for young people who are not ready to engage in traditional programming and as such, each component starts with drop in programming and grows to more traditional certifications. This allows our young mothers the time necessary to develop behaviors critical to succeeding in traditional educational or employment programming and/or jobs.

Roca’s stage based programming creates opportunities for our young women to learn and practice new skills and behaviors by meeting them where they are in their readiness, willingness, and ability to be engaged, to learn, and to change. The charts below illustrate the proportion of Roca participants in their first two years of the YMP intervention model who were engaged in stage based programming in FY16.

### Programming Engagement



### Programming Engagement by Length Enrolled



### Transitional Employment Engagement:

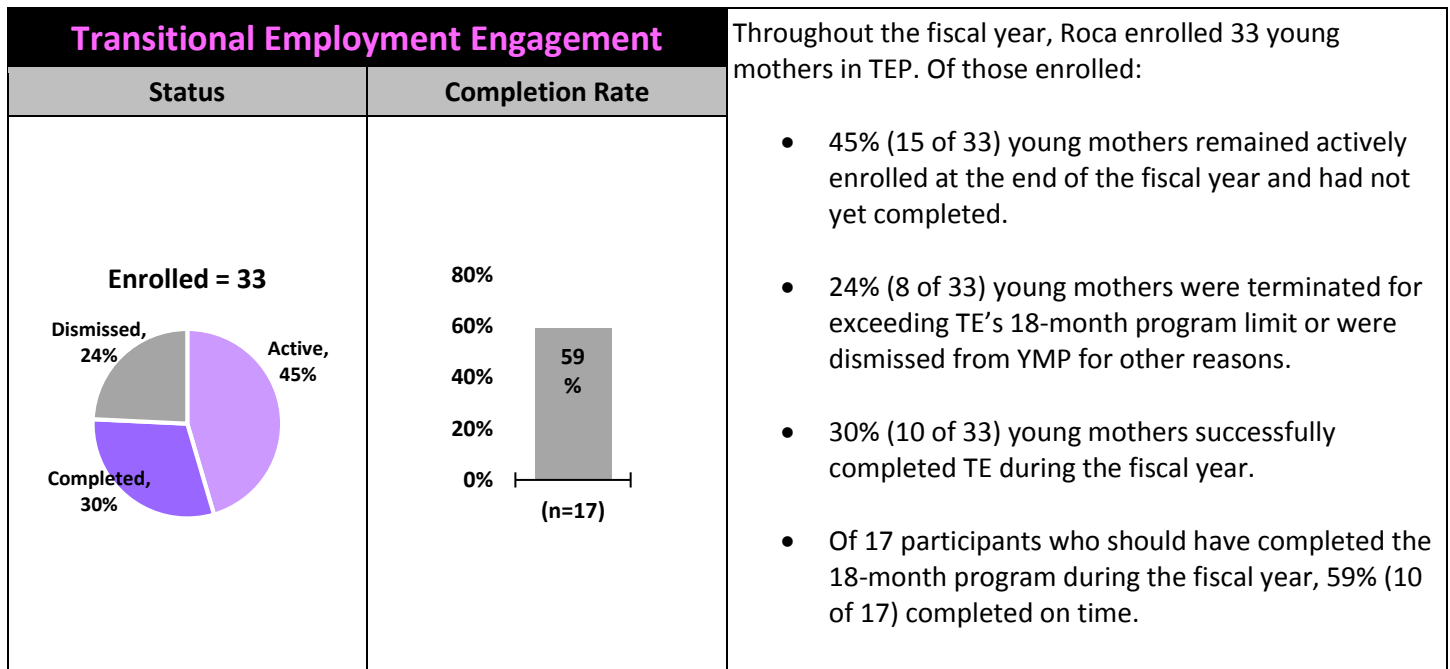
Another critical component of Roca’s stage-based programming is our Transitional Employment model, which offers young mothers a protected space in which to learn how to show up, follow instructions, and develop basic skills such as cleaning, painting, and maintenance. It also offers young people the time and space to get fired, and then re-hired—allowing them to learn from their own mistakes while developing a concrete work history.

This period where young people can practice having a job and being a strong employee, all while earning a subsidized wage, is a critical opportunity for our young mothers who (a) have no prior or current employment history, and (b) have the legal documentation to work in the United States. Note: In FY ’16, 39% of participants in the first two years of the model, or 44 of 114 participants, did not have legal documentation and could not participate in Transitional Employment.

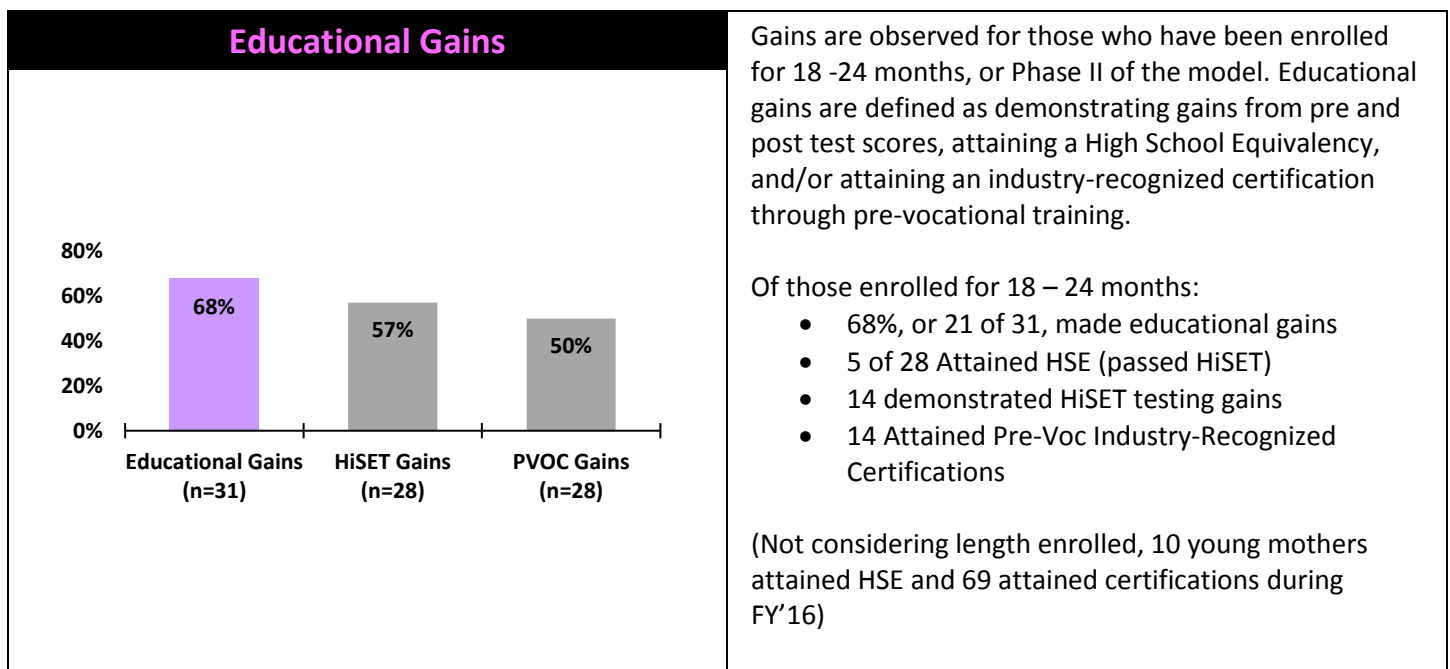
Roca assesses successful completion in Transitional Employment as having completed 60 days of transitional

employment without losing her work slot within the 18-month program time limit. Only after completing these consecutive work days can a participant begin to work on longer-term employment and larger opportunities. It often takes our young mothers 15-18 months to put in 60 days of work in a row.

The graphics below illustrate participant engagement in the Transitional Employment Program (TEP) during FY16.



### Increase Educational and Employment Gains



Employment Gains		
<p>100% 80% 60% 40% 20% 0%</p> <p>79% Employment Gains (n=34)</p>	Work Ready <sup>1</sup>	22
	Completed Basic Needs	11
	Completed Workshops	6
	Demonstrated Positive Behaviors and Skills	10
	Completed Transitional Employment	3

Gains are observed for those who have been enrolled for 18-24 months. Employment gains are defined as being assessed as work ready, completing Roca's Basic Needs Assessment for Employment, completing 8 workforce readiness workshops, demonstrating positive workforce behaviors and skills, and/or completing Transitional Employment.

- 79%, or 27 of a possible 34 young mothers, demonstrated gains through achievement of at least one of the employment benchmarks listed to the left.

**Increase Access to Bundled Services**

Bundled Services	
<p><b>75%</b></p> <p>86 out of 114 had bundled services in place</p>	<p>Roca tracks its progress in ensuring that young mothers have access to bundled services during the first two years of enrollment.</p> <p>Roca defines 'bundled services' as accessing 2 or more public benefits while receiving employment, educational, and life skills programming services at Roca. During the first two years, the YMP focuses intently on helping participants apply for and receive the benefits they are eligible for, yet may not have been accessing at intake.</p>

**No New Pregnancies before Age 24**

No New Pregnancies Before 24	
<p><b>86%</b></p> <p>120 out of 141 did not become pregnant again before age 24</p>	<p>Roca tracks the progress of all young mothers toward achieving the long-term program outcome of delaying subsequent pregnancies. Please note that for this performance measure only, all participants, in all years of enrollment, are tracked (n=141).</p> <p>Of the 14% (21 of 141) who became pregnant before their 24<sup>th</sup> birthday:</p> <ul style="list-style-type: none"> <li>71% (15 of 21) had their subsequent pregnancy in the first 18 months of enrollment, prior to the 18-24 period of the participant timeline in which the most pronounced behavior shifts are normally observed, the primary window for behavior change.</li> </ul>

<sup>1</sup> "Work Ready" at Roca is defined as either 1) being currently or already employed, or 2) having completed all of the domains of Roca's Workforce Readiness Criteria (WRC), which are the Basic Work Readiness Needs Assessment, Roca's 8 Workforce Readiness Workshops, Demonstrating Positive Work Behaviors and Skills Assessment, and Completion of Transitional Employment Program.

## Intermediate Outcomes (2 Year Graduates)

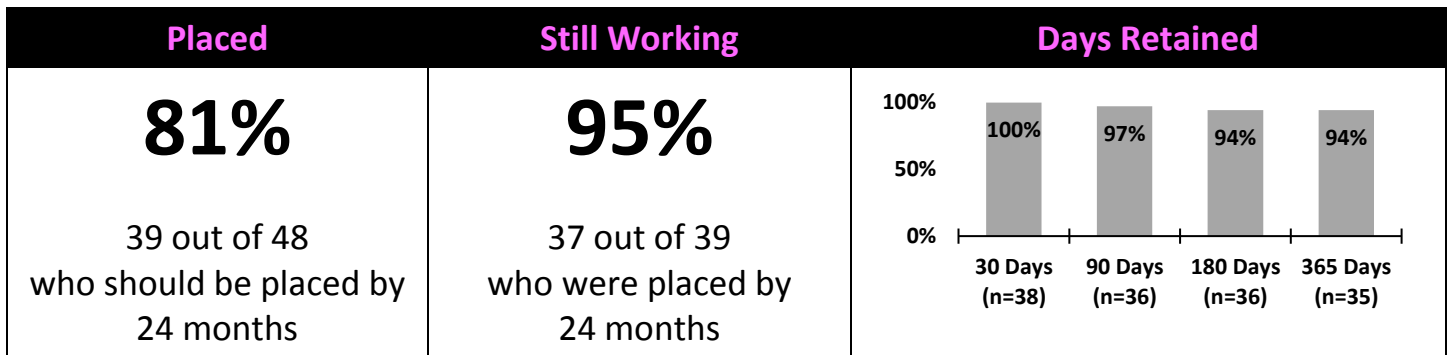
This section of the report focuses on performance measures for the 48 young mothers in Phase III, or the final two years of the YMP intervention model. The last two years of the model are focused on providing less intensive follow-up and retention support, with the aim of helping young mothers sustain behavior change and achieve long-term outcomes.

Roca’s long-term targeted outcomes, measured 5 years from enrollment, are to delay subsequent pregnancies until the age of 24, sustain engagement and/or gains in education and employment, sustain positive social support networks, and the on-time attainment of child social and emotional developmental goals.

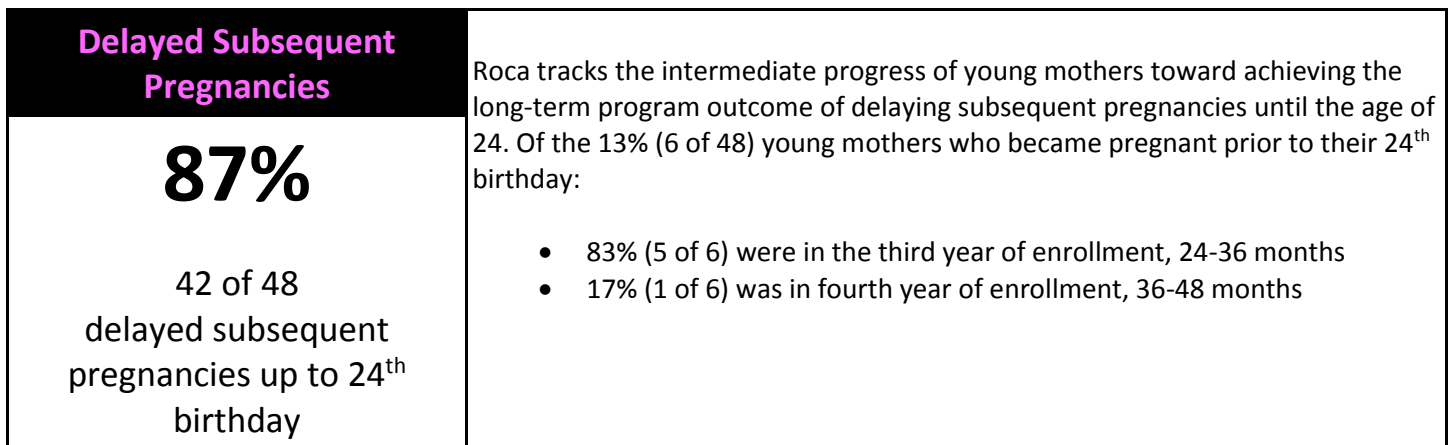
In order to understand if we are making progress toward these outcomes with our young mothers and their children, Roca tracks key intermediate outcomes for participants who have been engaged in the YMP model for 24 months or longer. The most significant intermediate outcomes that help us understand if our participants are on track for long-term positive outcomes are: Employment placements, employment retention, and no subsequent pregnancies prior to age 24.

Data for participants who have completed two years of the YMP model is provided in the illustrations below.

### Increase Employment Placements and Retention



### Delay Subsequent Pregnancies Until Age 24



## Child Outcomes

Details may be found below regarding the administration of developmental screenings (ASQ) to the babies of our young mothers, the rate of referrals to early intervention, and the rate of referral utilization.

Ages and Stages Questionnaire	Early Intervention	Utilization
<p data-bbox="261 611 407 680"><b>51%</b></p> <p data-bbox="159 737 509 821">81 out of 160 children received ASQs</p>	<p data-bbox="756 590 867 659"><b>9%</b></p> <p data-bbox="597 716 1024 884">7 out of 81 children who received ASQs were referred to Early Intervention</p>	<p data-bbox="1211 611 1360 680"><b>86%</b></p> <p data-bbox="1062 737 1511 863">6 out of 7 children who needed Early Intervention utilized referrals</p>

In FY 17, Roca will be focused on ensuring that at least 80% of children in the program are administered on-time ASQ assessments. Roca will provide training to ensure that staff members and young mothers may together administer ASQ developmental assessments, which are non-clinical, thus ensuring that mothers more fully participate in their child's development.

Additionally in FY 17, Roca will be formalizing the child programming component of this adapted two-generation model, in partnership with the Institute for Child Success. Roca will work with ICS to create more opportunities for structured play, and developmental activities for babies and parents using both formal and informal curricula and engagement opportunities.