

FISCAL YEAR 2017
HIGH RISK YOUNG MOTHERS
PERFORMANCE BENCHMARKS AND OUTCOMES REPORT
10/10/2017

Overview and Highlights

Participants	2017	2016
Enrolled Young Mothers	200	141
Enrolled Children	237	160
Retention	80%	77%
Performance Standards	2017	2016
Increase Engagement with Staff (2017 n=168, 2016 n=114)		
Weekly Average Contact Rates (2x/wk.)	67%	69%
Increase Programming Engagement (2017 n=168, 2016 n=114)		
Overall Programming Engagement	88%	73%
Life Skills and Engagement	76%	52%
Educational / Pre-Vocational Engagement	71%	63%
Employment Engagement	76%	38%
Accessing Bundled Services	85%	86%
Transitional Employment (2017 n=86, 2016 n=70)		
Basic Transitional Employment Enrolled	33	33
Basic Transitional Employment Completion Rate (2017 n=17, 2016 n=17)	47%	59%
Increase Educational and Employment Gains		
Educational Gains at 18-24 months (2017 n=39, 2016 n=31)	44%	68%
Employment Gains at 18-24 months (2017 n=44, 2016 n=34)	84%	79%
Intermediate Outcomes	2017	2016
Placed in Unsubsidized Employment at 24+ months (2017 n=58, 2016 n =48)	83%	81%
Still Employed (2017 n=48, 2016 n =39)	81%	95%
Retained Employment for 90 Days (2017 n=46, 2016 n = 36)	93%	97%
Retained Employment for 180 Days (2017 n=33, 2016 n = 36)	94%	94%
Delayed Subsequent Pregnancies Until 24 th Birthday (2017 n=58, 2016 n =48)	86%	87%
Child Outcomes	2017	2016
Received ASQ Developmental Assessment (2017 n=230, 2016 n =160)	53%	51%
Referred to Early Intervention services (2017 n=121, 2016 n =81)	9%	9%
Utilization of Early Intervention referrals (2017 n= 11, 2016 n =7)	91%	86%

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.

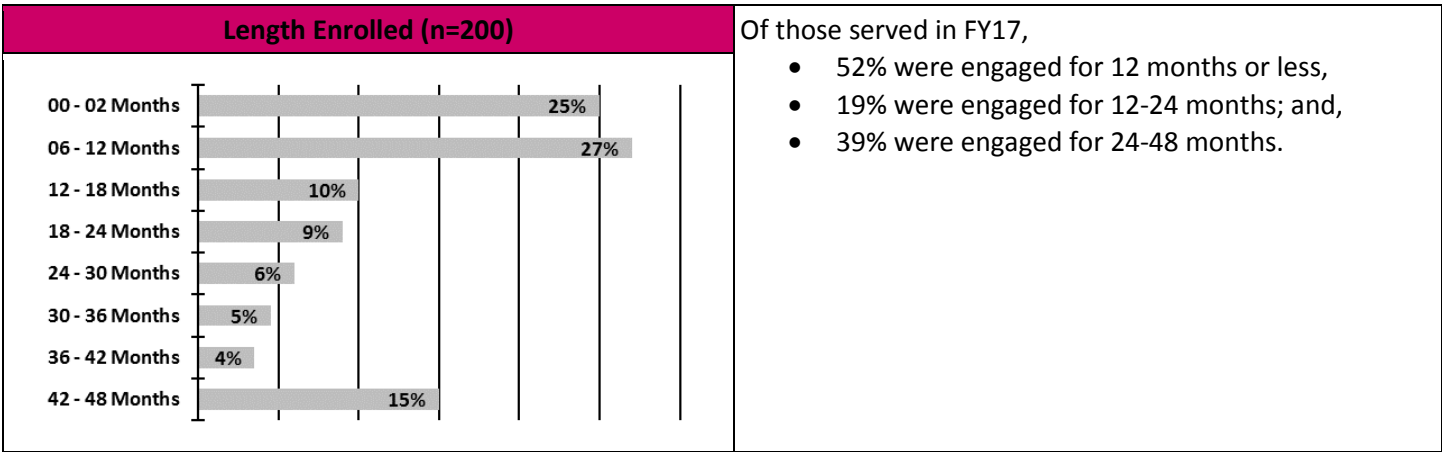
Participants Served

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, and criminal justice), history of victimization (physical or emotional abuse, traumatic events, and 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.

Enrolled	New Enrollments (n=200)																																									
<h1>200</h1>	<p>A pie chart illustrating the distribution of enrollment types. The chart is divided into two segments: a larger grey segment representing 'Prior' enrollments at 55%, and a smaller white segment representing 'New' enrollments at 46%.</p>	<p>In FY '17, Roca's YMP served 200 young mothers at its site in Chelsea, MA</p> <ul style="list-style-type: none"> • 46% (91) were new enrollments • 55% (109) were enrollments from prior fiscal years <p>Of new referrals, 28% came from MA state partners, 21% came from schools, 16% came from street outreach, 10% came from shelters, 8% came from schools and 16% came from traditional street outreach. In addition, 13% of referrals came from area Healthy Families and/or other home visiting programs.</p>																																								
Referral Sources (n=200)		Referral Sources for New Enrollments (n=91)																																								
<p>A horizontal bar chart showing the percentage of 200 total referrals from various sources. The bars are ordered from highest to lowest percentage.</p> <table border="1"> <thead> <tr> <th>Referral Source</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Outreach/Individual</td><td>23%</td></tr> <tr><td>Hospital/Clinic</td><td>19%</td></tr> <tr><td>DCF</td><td>19%</td></tr> <tr><td>School</td><td>12%</td></tr> <tr><td>Harbor Area Healthy Families</td><td>9%</td></tr> <tr><td>DTA</td><td>8%</td></tr> <tr><td>Shelter/Teen Living Center</td><td>7%</td></tr> <tr><td>Other Community Partners</td><td>4%</td></tr> <tr><td>Probation</td><td>1%</td></tr> </tbody> </table>		Referral Source	Percentage	Outreach/Individual	23%	Hospital/Clinic	19%	DCF	19%	School	12%	Harbor Area Healthy Families	9%	DTA	8%	Shelter/Teen Living Center	7%	Other Community Partners	4%	Probation	1%	<p>A horizontal bar chart showing the percentage of 91 new referrals from various sources. The bars are ordered from highest to lowest percentage.</p> <table border="1"> <thead> <tr> <th>Referral Source</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>DCF</td><td>23%</td></tr> <tr><td>Hospital/Clinic</td><td>21%</td></tr> <tr><td>Outreach/Individual</td><td>16%</td></tr> <tr><td>Healthy Families Programs</td><td>13%</td></tr> <tr><td>Shelter/Teen Living Center</td><td>10%</td></tr> <tr><td>School</td><td>8%</td></tr> <tr><td>DTA</td><td>4%</td></tr> <tr><td>Other Community Partners</td><td>3%</td></tr> <tr><td>Probation</td><td>1%</td></tr> </tbody> </table>	Referral Source	Percentage	DCF	23%	Hospital/Clinic	21%	Outreach/Individual	16%	Healthy Families Programs	13%	Shelter/Teen Living Center	10%	School	8%	DTA	4%	Other Community Partners	3%	Probation	1%
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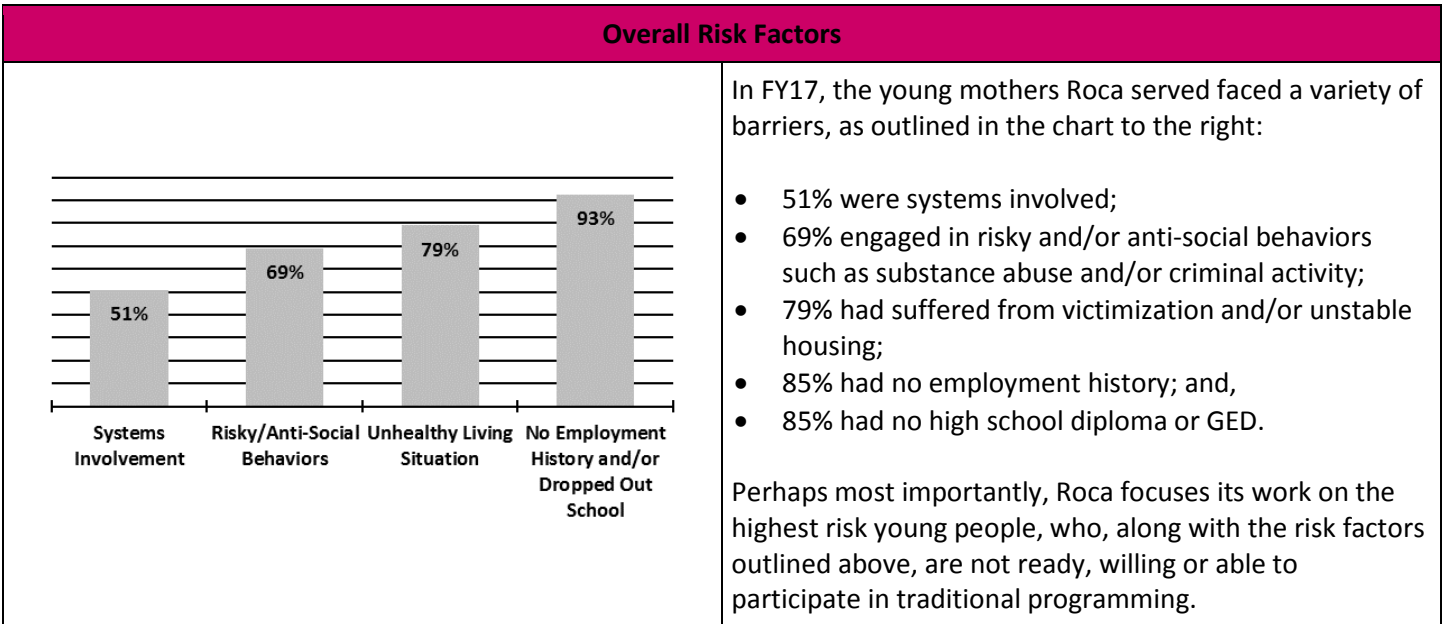
Of those served in FY17,

- 52% were engaged for 12 months or less,
- 19% were engaged for 12-24 months; and,
- 39% were engaged for 24-48 months.

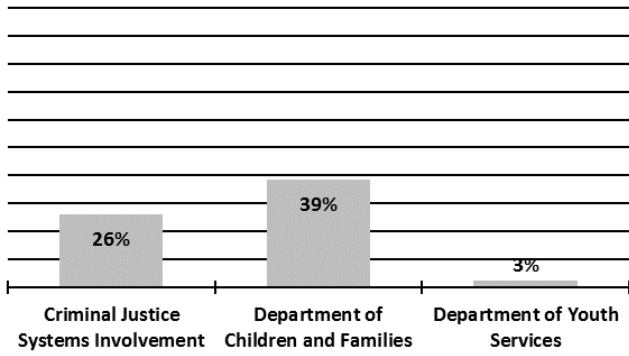
RISK FACTORS

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.

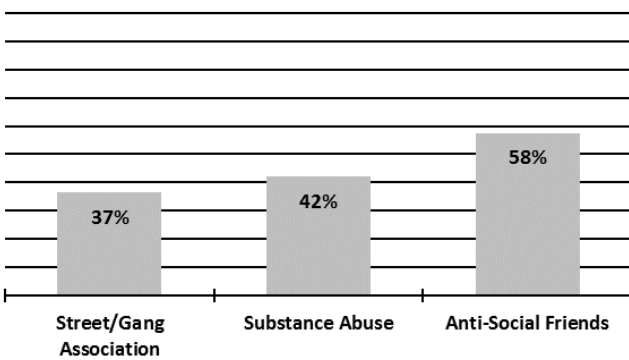


Systems Involvement



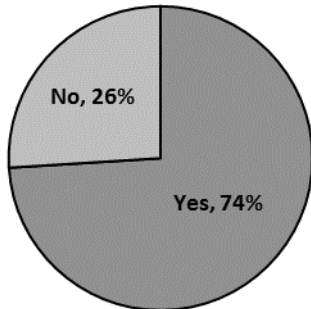
- Nearly one third of YMP participants (29%, or 58 of 200) had current or prior experience with the adult and juvenile (DYS) correctional systems, up from 23% in FY16.
- 39%, or 78 of 200 were involved with the Massachusetts Dept. of Children and Families (child protective services), a significant increase from the 22% served in FY16.

Risky/Anti-Social Behaviors



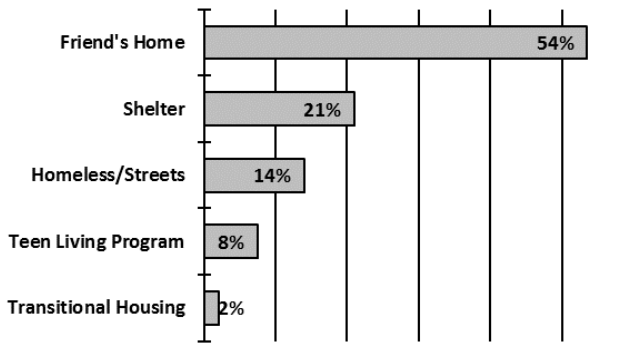
- Over one third of participants (37%, or 74 of 200) reported being involved with street/gang activity, up from 31% in FY16.
- Forty two percent (42%, or 84 of 200) reported abusing drugs or alcohol, up from 40% in FY16.
- Over half of young mothers (58%, or 116 of 200) reported being associated with friends/significant others who are actively street and/or gang-involved., up from 43% in FY16.

History of Victimization



Almost three quarters of young mothers (74%, or 148 of 200) reported being, or having been, a victim of physical, sexual, or emotional abuse. This is an increase from 40% who reported victimization at intake in FY16.

Housing Instability

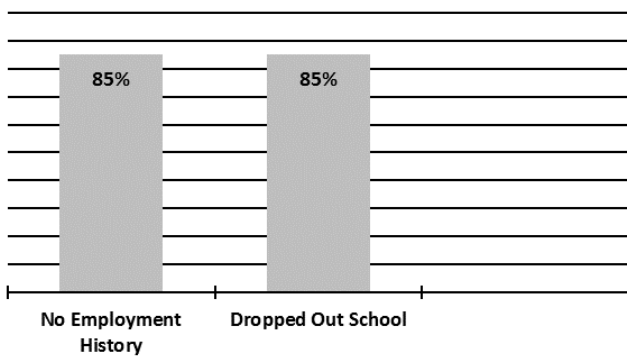


Almost three quarters of mothers (71%, 142 of 200) reported having unstable housing in the three months prior to intake and/or at intake. This is an increase from the 39% who self-reported housing instability in FY 16.

In selecting all of the places that they had lived over the past 3 months, these 142 young mothers provided the following responses (many having lived in multiple places), as detailed in the chart to the left.

Roca is working to track changes in participants' housing status throughout program engagement and hopes to include this information in future outcomes reports.

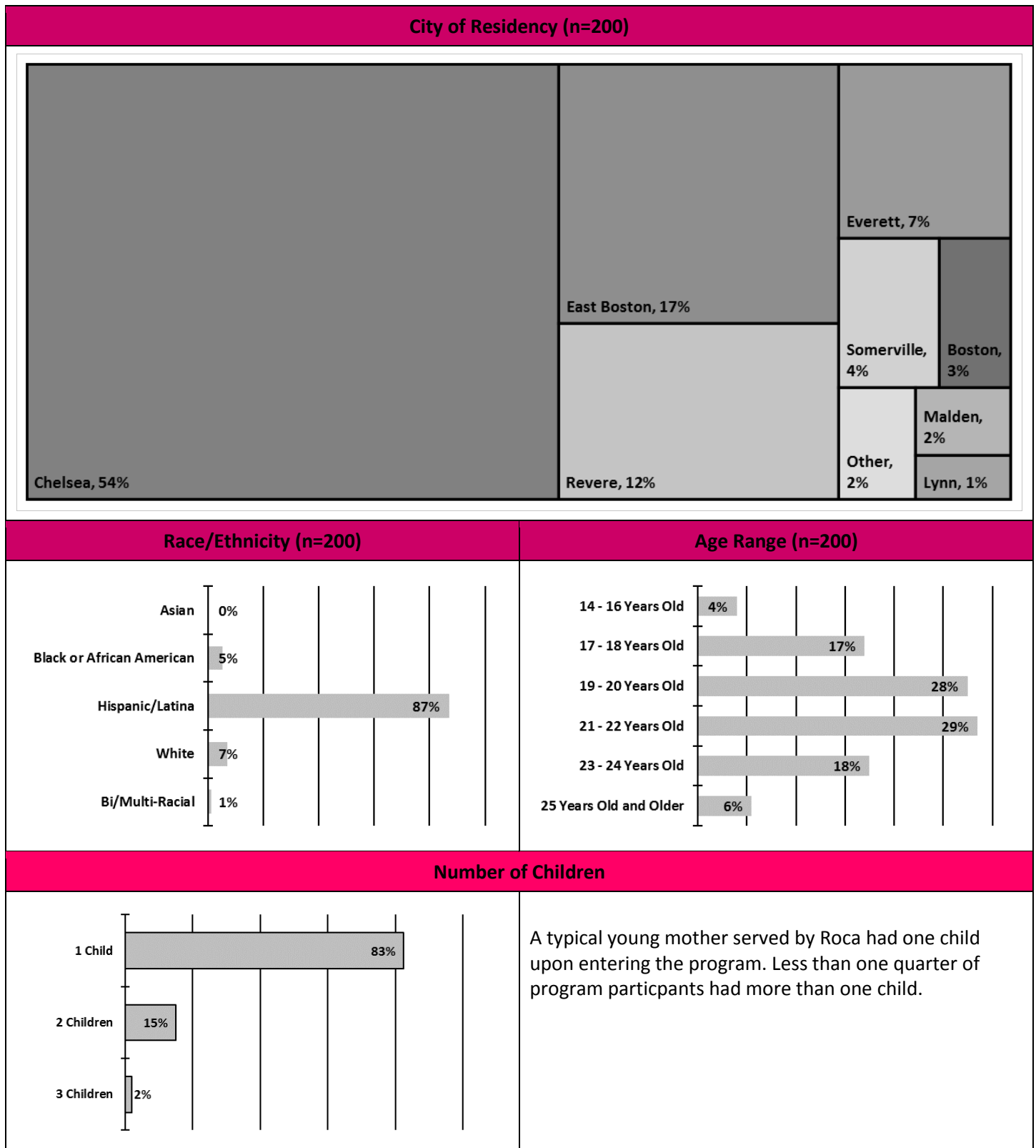
Education and Employment History



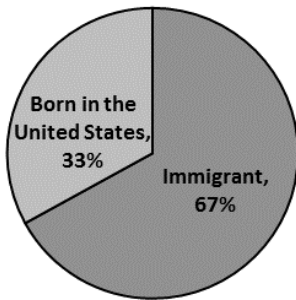
- Eighty-five percent of young mothers (85%, or 170 of 200) had no prior employment history upon intake, up from 77% in FY16.
- Eighty-five percent of young mothers (85%, or 170 of 200) had either dropped out of high school prior to intake or had never attended high school, down slightly from 89% in FY16.

Basic Demographics

In FY17, Roca's YMP participants had a mean age of 21.4; over three quarters (87%) were Hispanic/Latina; and over half (54%) resided in the City of Chelsea. A total of 237 children were in the program during FY17.



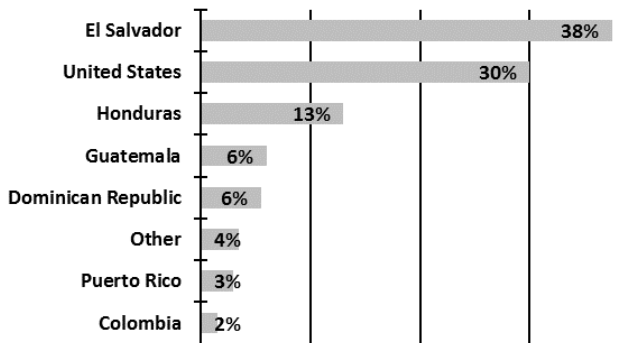
Immigration Status



The countries of origin for Roca’s young mothers followed the diaspora of Hispanic and Latino populations in Greater Boston, with the majority of participants from El Salvador and Honduras (51%), up from 41% in FY16.

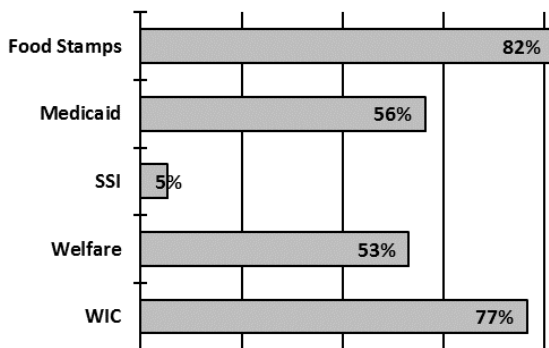
- Due to increased gang violence in Central America, Roca’s service area in Chelsea, East Boston, Everett, and the surrounding communities saw a significant increase in immigration of unaccompanied young mothers from Central America to the U.S. with children in tow.

Country of Origin



- Over two thirds of young mothers (70% or 140 out of 200) are immigrants born outside of the United States.
- An estimated one-third of young mothers were undocumented immigrants, or did not have legal documentation to work in the United States.

Utilization of Public Benefits at Intake



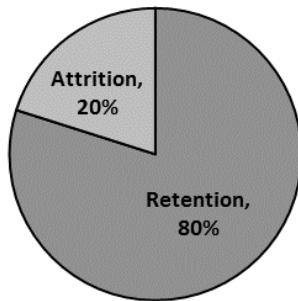
Despite low earning capacity and having dependent children, at intake, only 47% (94 of 200) reported that they received public assistance. The chart to the right illustrates benefits each of these 94 young mothers received at program intake.

In FY 2018, Roca will continue to track this data but will also track each participant’s use of public benefits over time, assessing both increases and decreases in usage as they move towards economic stability.

Program 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.

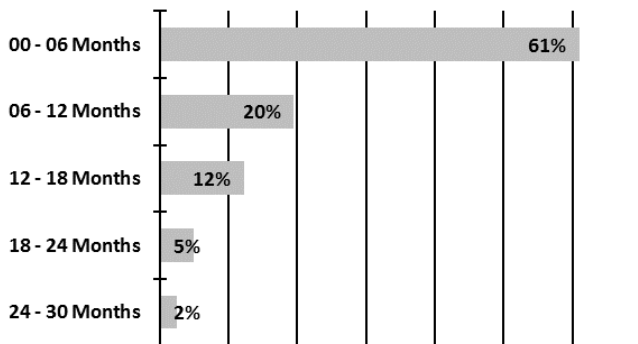
Retention and Attrition



By the end of FY '17, 80% or 159 participants served were still actively engaged in the YMP model, while 20% or 41 were dismissed due to mobility or other factors.

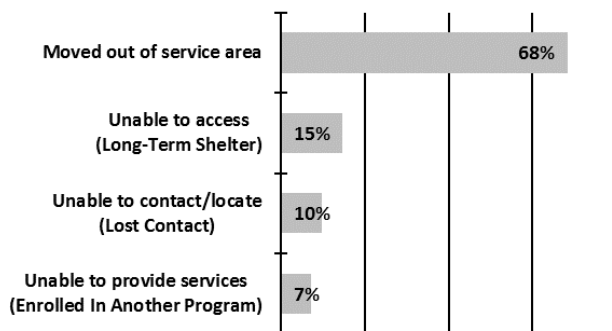
As indicated in the chart to the bottom left, 68% or 27 of those dismissals were due to young mothers leaving Roca's Greater Boston service area. An additional 15% were dismissed from the program because they were transitioned to a long term shelter and 7% were dismissed because they were enrolled in a more appropriate program.

Length Enrolled Prior to Dismissal (n=41)

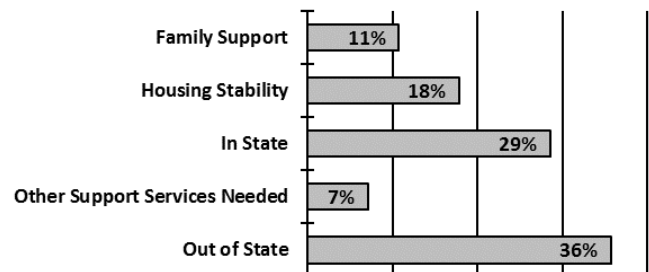


Further, as detailed in the chart to the bottom left, 61% of dismissals occurred during the first 6 months of enrollment. Despite multiple efforts by program staff, there is a higher likelihood of losing young people during this period as it is the time we are just beginning to build relationships with very high-risk young people who are resistant to committing to any program.

Attrition Reasons (n=41)



Reasons for Moving Out of Service Area (n=28)

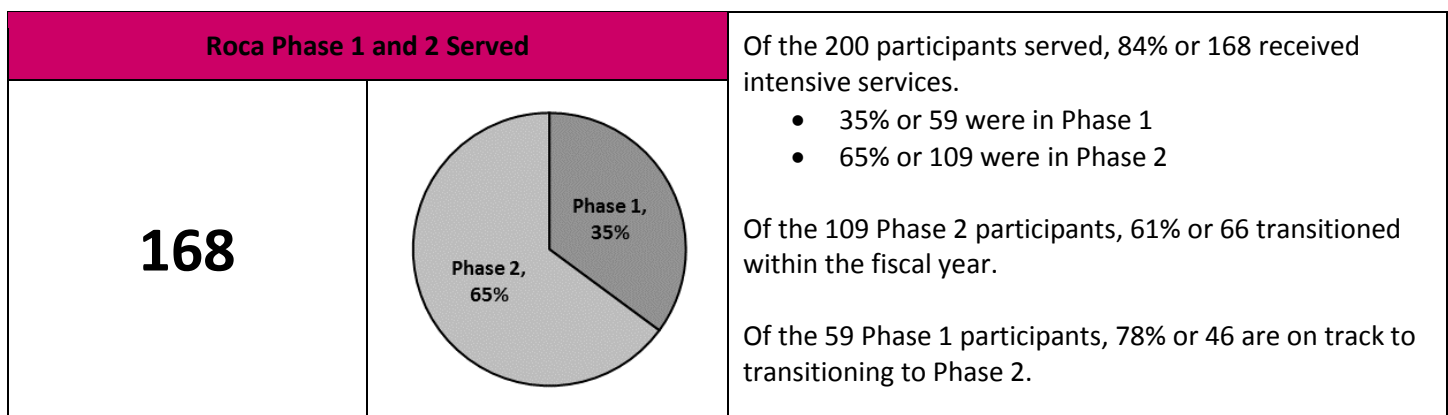


Performance Measures

Served Within the First Two Years of the 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.



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.

Weekly Average Contact Rates (2x/wk)

67%

- Youth worker contacts with young people are critical to helping them to build positive behaviors and skills over time.
- 67% of Roca’s Phase I and Phase 2 participants (113 of 168) 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.

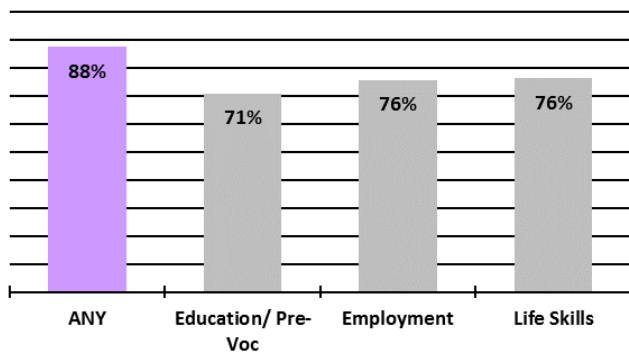
Increase Programming Engagement and Bundled Services

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 FY17.

Engaged in Programming (n=168)



Eighty eight (88%) of young mothers served were engaged in programming in FY17.

- 71% were engaged in educational/pre-vocational programming;
- 76% were engaged in employment programming; and,
- 76% were engaged in life skills programming, including Roca’s new CBT Curriculum.

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.

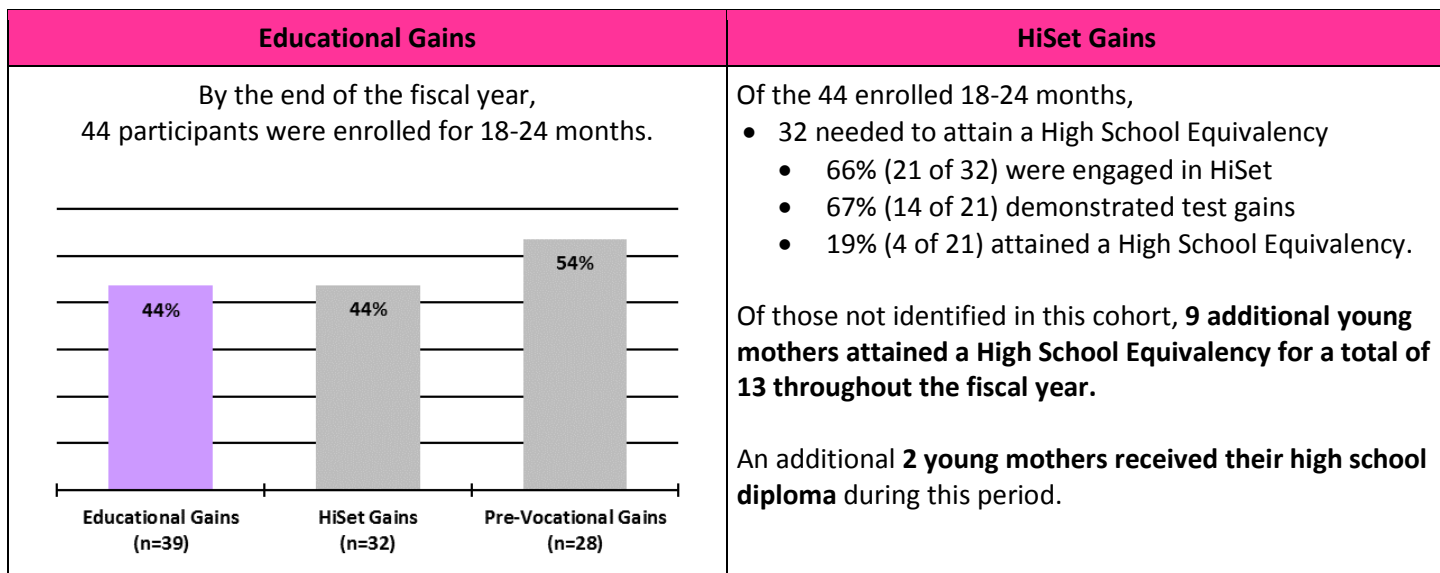
This period where young people can practice having a job and being a strong employee, all while earning a subsidized wage, is a critical opportunity for our young mothers who (a) have no prior or current employment history, and (b) have the legal documentation to work in the United States. Note: In FY ’17, 34% of participants in the first two years of the model, or 57 of 168 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.

Transitional Employment Enrollment	
33 Enrolled	47% Completion Rate
<ul style="list-style-type: none">• 73% of young mothers (24 of 33) remained actively enrolled at the end of the fiscal year and had not yet completed.• 6% of young mothers (2 of 33) were terminated for exceeding TEP’s 18-month program limit or were dismissed from YMP for other reasons and were referred to other programs.• 21% of young mothers (7 of 33) successfully completed TE during the fiscal year.• Of 17 participants who should have completed the 18-month program during the fiscal year, 47% (7 of 17) completed on time.	

Increased Educational and Employment Gains



Pre-Vocational Gains

Gains are observed for those who have been enrolled for 18 -24 months, or Phase II of the model. Educational gains are defined as demonstrating gains from pre and post test scores, attaining a High School Equivalency, and/or attaining an industry-recognized certification through pre-vocational training.

Of the 44 enrolled 18-24 months,

- 28 needed to attain an industry recognized certification
 - 54% (15 of 28) attained an industry recognized and/or informal certification
 - 18% (5 of 28) attained an industry recognized certification (Of Those not identified in this cohort, 17 additional young mothers attained and industry recognized certification for a total of 21 throughout the fiscal year.)
 - 29% (8 of 28) attained an informal certification

Of those not identified in this cohort, **39 additional young mothers attained and industry recognized certification for a total of 47 throughout the fiscal year.**

Employment Gains		
<p>84%</p> <p>37 out 44</p> <p>demonstrated</p> <p>employment gains</p>	Work Ready ¹	25
	Basic Needs	25
	Workforce Workshops	30
	Workforce Behaviors	13
	Transitional Employment	2

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.

¹ "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.

Increased Access to Bundled Services

Bundled Services (n=168)	
<p>85%</p> <p>142 out of 168 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. In FY17, 85% of participants received bundled services, a 10% increase over FY16.</p> <p>Roca defines “bundled services” as accessing two or more public benefits while receiving employment, educational and life skills programming services at Roca. During the first two years at Roca, the YMP focuses intently on helping participants apply for services 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	
<p>94%</p> <p>167 out of 177 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=200).</p> <p>Throughout the fiscal year, 89% or 177 out of 200 young mothers served were under the age of 24 years old. Of those, only 10, or 6% became pregnant again during the fiscal year.</p>

Intermediate Outcomes (2 Year Graduates)

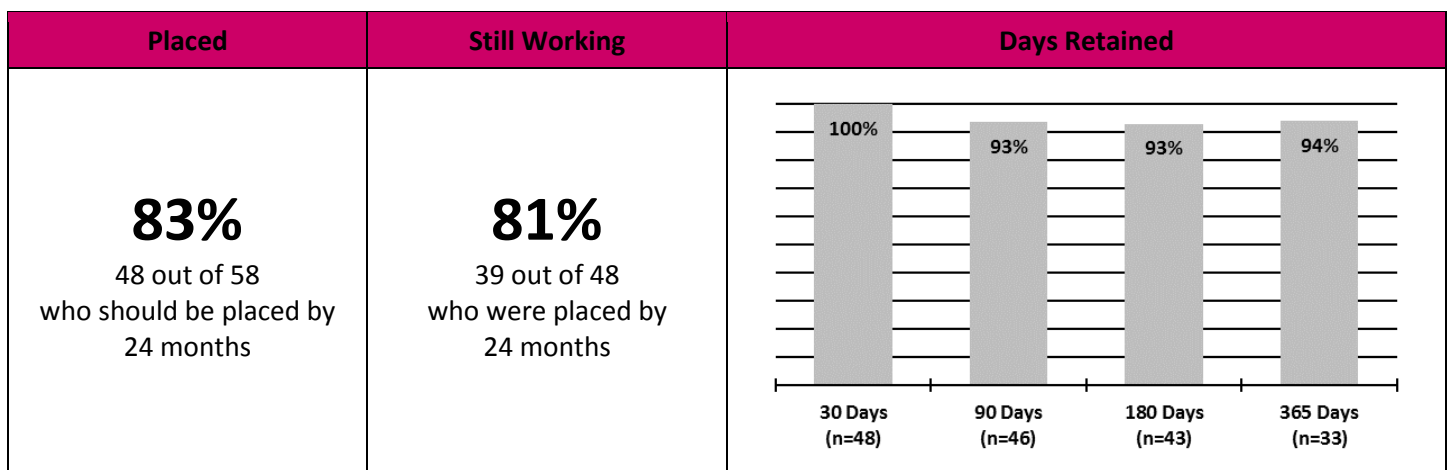
This section of the report focuses on performance measures for the 58 young mothers in Phase III, or the final two years of the YMP intervention model. The last two years of the model are focused on providing less intensive follow-up and retention support, with the aim of helping young mothers sustain 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:

No New Pregnancies	
<p>100%</p> <p>39 out of 39 delayed subsequent pregnancies up to 24th birthday</p>	<p>Roca tracks the intermediate progress of young mothers toward achieving the long-term program outcome of delaying subsequent pregnancies until the age of 24.</p> <p>Of the 58 young mothers who were enrolled 24 months or longer, 19 were 24 years old or older. Of those, 2 got pregnant after their 24th birthday.</p> <p>The remaining 39 young mothers were under 24 years old. None of these young mothers got pregnant during this time period.</p>

Child Outcomes

Ages and Stages Questionnaire	Early Intervention	Utilization
<p>53%</p> <p>121 out of 230 children under the age of 5.5 received ASQs</p>	<p>9%</p> <p>11 out of 121 children who received ASQs were referred to Early Intervention</p>	<p>91%</p> <p>10 out of 11 children who need Early Intervention utilized referrals</p>