



Grant Project Name*

Albany County Functional Family Therapy- Therapeutic Case Management (FFT-TCM)
Mother Cabrini Health Foundation Grant (Awarded 12/19)

Brief description of Grant Purpose*

Provide FFT-TCM in Albany County, an evidence-based casework practice model that has been proven to improve outcomes for youth.

Total Program/Project Budget*

\$500,000.00

Nature of project to be funded*

Human Services

Cabrini Foundation Target Populations*

Youth and young adults

Target Age Ranges*

Children (4-11)

Youth (12-24)

Geography of population to be served by proposed program/project*

County-specific

Counties*

Albany

Brief history of the organization*

Cayuga Centers has a long history of serving youth and families throughout the State of New York. Founded as an orphanage, Cayuga Centers (formerly Cayuga Home for Children) began serving youth and families in 1852. In the 1950's Cayuga Centers shifted away from being an orphanage and began operating as a Residential Treatment Center. However this would not be the only shift in services Cayuga Centers would make. In 1991, a new Family Preservation Program expanded services to children and families within the community. Since the beginning of the Family Preservation Program, services have expanded to include nationally validated and evidence-based programs such as FFT, Multisystemic Therapy (MST), Treatment Family Foster Care (TFFC) and SafeCare.

Each of our programs continue to evolve with cultural and societal changes and are designed to reflect the unique needs of those we serve. Today, the agency continues to be a sector leader in the provision of evidence- based, intensive family therapies. Where we once served orphaned or abandoned children, we now work with at- risk youth and their families through a variety of interventions across multiple states. This includes the agency's TFFC program, which now spans from Central New York to New York City, Delaware and Florida. Today, we also provide

Unaccompanied Children's Foster Care in New York City as well as a wide range of programs to those with intellectual and developmental disabilities throughout Central New York.

Population(s) Served*

As a result of Cayuga Centers' expansive geographic reach and variety of services, our programs encompass a broad range of human differences, including ability and disability, age, race, gender, marital status, socio-economic status, educational level, language, ethnic background, national origin, citizenship status, and religion. In 2018, we served over 9,000 youth, families and individuals throughout NYS and Delaware as well as Palm Beach and Broward counties in Florida. Many of the families we currently serve are disadvantaged and reside in underserved communities. We provide services inclusive of all backgrounds in a manner that recognizes, values, affirms and respects each individual. We also have significant experience serving individuals with varying languages/dialects. To overcome language barriers, all clinical staff are trained in utilizing agency interpreters for individuals with limited English proficiency.

FFT-TCM in Albany will serve youth ages 4 to 18 of all races and ethnicities and who predominately live in underserved and disadvantaged communities. Albany County currently suffers from increased levels of poverty in comparison with state/ national averages and child welfare indicators including abuse/maltreatment and foster care admissions continue to persist at levels higher than the NYS average. Ultimately, FFT-TCM will help prevent the need for harmful out-of-home placements as well as entering higher levels of care such as residential placement.

Describe the need or problem your organization works to address*

Cayuga Centers' core mission is to help individuals and families grow as independent, healthy, and productive citizens through quality counseling, out-of-home care and support services. We do this in partnership with those we serve as well as government agencies and other service providers. The agency is committed to evidence-based and evidence-informed interventions that provide tangible results. We do not use outdated protocols simply because 'that is the way it has always been done.' We do not utilize any one course of treatment just because it is the least expensive. We, quite simply, seek out therapies and interventions that will provide the most successful outcomes for those we serve.

In recent years, on both national and state levels, there has been a renewed focus on case management models with a commitment to improving the overall safety, permanency and well-being outcomes of vulnerable children. This focus has led to a number of reform efforts including the implementation of comprehensive, coherent and evidence-based case management practice models such as FFT-TCM.

FFT-TCM is a nationally researched home-based family therapy that systematically integrates therapeutic case management services with the core FFT model to provide a comprehensive and holistic approach to helping at-risk families. FFT-TCM in will be a crucial step forward in the provision of high-quality case management for not only Albany County, but the Capital District as a whole.

List of ongoing programs*

Treatment Family Foster Care (TFFC): TFFC is a research-informed program that combines Trauma System Therapy with behavior management techniques that help youth become successful living in the community. This program places only one youth at a time in a home with highly trained and supported treatment foster care parents.

Community Based Interventions: These diverse family therapy and resiliency programs support families and youth in crisis within the home. The goal is to keep families together, an alternative to out-of-home placement. CBI includes: FFT, MST SafeCare and Family Support.

Services for People with Development Disabilities: These programs, developed for those of any age with a developmental disability, are designed to assist consumers in making choices for a productive life, either in or out of the home setting. They are also developed to provide support to the caregiver.

Immigrant Foster Care: In 2014, with our expertise in TFFC, we proposed placing immigrant children in foster home settings where they could be in a home environment rather than in congregate facilities. Today the agency provides short-term Treatment Foster Care beds for these children in NYC. Children are placed in Spanish-speaking foster homes as they await reunification with a family member or sponsor, or return to the country of origin. We also provide long-term foster care for unaccompanied youth who do not have sponsors but can't return home because their lives may be in danger there.

Describe any significant organizational changes over the past three years*

Over the last two decades, Cayuga Centers has undergone a period of significant growth. In the last four years alone, Cayuga Centers has grown from 460 employees to just over 860. During this time, the agency has successfully implemented a variety of different programs throughout multiple states, including New York, Delaware and Florida. As a result of this recent growth, Cayuga Centers' leadership team has a high level of proficiency with efficiently implementing new programs, including evidence-based programs such as FFT and FFT- TCM.

Collaboration*

Cayuga Centers is one of the oldest providers of youth and family services in the nation. Annually, the organization serves more than 9,000 youth, families and individuals. Cayuga Centers' breadth of existing services has necessitated the development of a robust referral, linkage, and support network. As a result, youth and families served through the FFT-TCM program will immediately benefit from pre-established networks of supports, referral/linkage partners and other community resources throughout Albany County. Collaboration and linkage with these community partners helps ensure that youth and families remain well supported long after the FFT- TCM intervention is complete.

Virtually no other agency has as much experience as Cayuga Centers implementing FFT in partnership with such a diverse number of referral sources and funders. Over the years, the agency has been able to overcome a number of hurdles during start-up and implementation, including adapting services to meet varying referral source goals and guidelines, serving families across vast geographic regions and maintaining program stability despite short-term funding restrictions. In each of these scenarios, Cayuga Centers' leadership and FFT staff worked collaboratively with FFT Associates and referral sources to develop and implement solutions. This willingness to collaborate will play a crucial role in ensuring that FFT-TCM in the Albany County is seamlessly implemented.

Distinguishing Characteristics*

Cayuga Centers is the nation's longest continuous provider of evidence-based FFT. Since opening New York State's first FFT site in 2000, the agency has successfully implemented a number of additional FFT programs throughout NYS. Virtually no other agency has as much experience as Cayuga Centers implementing FFT in partnership with such a diverse number of

referral sources/funders. This organizational experience will play a crucial role in ensuring that FFT-TCM in Albany County immediately yields significant improvements towards the overall outcomes of the county's system-involved youth.

Partnerships / Associations*

As a community-based nonprofit organization, we take pride in actively participating in a number of organizations that strive to improve outcomes for youth, families and individuals in the regions we serve. Below, please see an abbreviated list of organizations that our agency's staff and leadership are involved with:

- Advancing Evidence Based Practice
- American Evaluation Association
- Council on Family and Child Caring Agencies
- Foster Family-based Treatment Association
- Human Services Coalition of Cayuga County
- National Council on Behavioral Health
- Youth Services Quality Council

Honors / Awards*

Cayuga Centers is proud to be an accredited human services nonprofit organization through the Council on Accreditation (COA). This accreditation signifies that Cayuga Centers meets rigorous standards of quality set forth by the COA accrediting body.

Proposed Program/Project Description Brief Overview*

Cayuga Centers, a nationally accredited and awarded 501(c)(3) non-profit, human services agency in existence since 1852, provides a continuum of services to support youth, families, and individuals who need help meeting the challenges of life. For over 165 years, the agency has delivered quality services by following the agency's core mission of helping individuals and families grow as independent, healthy, and productive citizens through quality counseling, out-of-home care and support services.

Cayuga Centers has a well-established partnership with the Albany County Department for Children Youth and Families (DCYF) through the provision of multiple child welfare services. In response to the well documented needs of Albany's most vulnerable youth and feedback from local stakeholders including families, other provider and DCYF we are proposing the implementation of Functional Family Therapy- Therapeutic Case Management (FFT- TCM) in Albany County.

FFT-TCM is a comprehensive model intended to provide families all across the developmental spectrum with a pathway to engage in treatment, develop skills to stabilize and work through daily family issues, and use these skills to manage future problems. FFT-TCM relies on a systematic family assessment to identify needed services, and ongoing assessments to give clients voice in treatment. The FFT-TCM model is based on an early adaptation of the highly effective, evidence-based FFT model and clinical work/ evaluation of the NYC Foundling.

The primary goals of FFT-TCM are to improve the overall safety, permanency and well-being outcomes of vulnerable children. Core objectives include:

1. Reductions in youth problem behavior
2. Improved school behavior and stabilized school placement
3. Improved family functioning and problem solving

4. Building family-based protective factors
5. Reduction of out-of-home placements
6. Reducing trauma symptoms
7. Improved long term family self-sufficiency

We are excited to propose a team of FFT-TCM therapists in Albany County including one (1) FFT-TCM Supervisor and four (4) FFT-TCM therapists. Two (2) therapists will be designated to provide services to youth/ families on a “high risk” track and two (2) will be designated to serve families on a “low risk” track. This team will be responsible for piloting a first-of-its-kind FFT-TCM program in Albany County.

Full implementation of the FFT-TCM model will be accomplished over three weeks of training, including one week of general orientation and two weeks of FFT-TCM model training. Over the course of the 12 month grant period, it is anticipated that FFT-TCM will serve approximately 190 youth/ families in Albany County. As the nation’s longest continuous provider of FFT, Cayuga Centers stands ready to implement FFT-TCM in Albany County and immediately yield significant improvements towards the overall outcomes of the county’s most vulnerable youth.

Mission Alignment*

FFT-TCM is an evidence-based intervention that includes intensive family therapy and case management to effectively reduce out-of-home placements and recidivism. Services include intensive family therapy, comprehensive case management, mentoring, educational and social learning and other supports necessary to help stabilize children and families. FFT-TCM is specifically designed for underserved youth and their families who have demonstrated the entire range of maladaptive acting out behaviors and related syndromes, with a primary focus on youth who are at risk for placement into foster care.

FFT-TCM has been chosen for this opportunity because it exceeds the capabilities of typical treatment models by holistically treating the needs of disadvantaged and underserved families directly within their ecology. The following goals have been identified for families who complete FFT-TCM in Albany County:

1. 95% of youth avoid foster care
2. 95% of families avoid substantiated CPS reports
3. 80% of families report positive change in family functioning & problem solving
4. 75% of families report a reduction in drug & alcohol use
5. 80% of families report increase formal/informal supports
6. 80% of families report increase prosocial activities

Together, these results will significantly improve the long term outcomes of underserved and at-risk youth throughout Albany County, including a majority currently living below the Federal Poverty Guideline.

Services Provided*

The proposed Albany FFT-TCM is an entirely new program to both Cayuga Centers and Albany County. This program would be a tremendous first step in Albany County towards implementing evidence-based therapeutic case management services. Similar programs have already demonstrated impressive results in other areas of New York State, including throughout New York City.

Population(s) Served*

Cayuga Centers' proposed FFT-TCM program is designed to serve youth ages 4 to 18 years old and their families throughout Albany County, New York. During the 12 month grant period, it is anticipated that FFT-TCM will serve approximately 190 youth/ families. Those referred to FFT-TCM are typically the least likely to engage in services and are at risk for and/or presenting with: childhood development delays, truancy, domestic violence, negative peers, community violence, aggression, mental health and psychiatric issues, substance abuse, conflict, corporal punishment, poor supervision, neglect, AWOL, behavioral/ physical health needs, antisocial behaviors and juvenile delinquency. Youth and families referred to FFT-TCM typically reside in historically underserved communities and a majority live well under Federal Poverty Guidelines.

According to the most recent Census data, 25.3% of Albany's' population lives below the poverty line. More concerning is that 35.9% of Albany's children fall below the poverty line. The most common racial or ethnic group living below the poverty line in Albany, NY is White, followed by African American and Hispanic. Albany County is home to a diverse population, including 12.7% of residents, or just over 12,000 people, were born outside of the United States.

According to 2018 US Census estimates, 75.9% of the county's population is White, 14.1% are African American, 6.1% are Hispanic and 6.8% are Asian. Cayuga Centers takes pride in recruiting, hiring and retaining culturally diverse staff who are representative of the community we serve. The agency's workforce is made up of individuals who identify as the following: Hispanic: 61%, White: 25%, African American: 11% and two or more races: 2%.

All of these families and youth in Albany County have inherent strengths which FFT-TCM will build upon to promote healthy family functioning so that the family can meet the complex needs of their current situation and learn skills to be self-sufficient in managing future problems. Furthermore, The FFT-TCM model is based on the concept that specific goals are pursued in clinically responsive ways that incorporate cultural understanding and sensitivity. All FFT-TCM staff undergo training that emphasizes treatment planning that is inclusive of family voice responsive to each family's background and history.

How many people would be eligible for your program in the county/counties proposed?
350 (est.)

How many people do you plan to serve through your proposed program during the grant period (1 year)?*
190

Organizational Capacity*

Cayuga Centers is the nation's longest continuous provider of evidence-based FFT. Since opening New York State's first FFT site in 2000, we have successfully implemented a number of additional FFT programs throughout NYS and beyond. Currently, the agency is expanding its array of FFT programs to include a statewide FFT program in Delaware. Cayuga Centers' FFT programs serve an array of both urban and suburban locations with populations ranging from just over 100,000 to over 740,000. The agency has been able to continuously demonstrate the following outcomes in each of our existing FFT programs:

- Reduced long-term rates of criminal offending and juvenile justice system involvement
- Reduced rates of out-of-home placements
- Extensive improvements in family functioning

- Decreased mental health problems
- Favorable outcomes at cost savings in comparison with usual mental health and juvenile justice

Cayuga Centers' proven track record with implementing innovative services and our long-standing experience serving Albany's most vulnerable youth will ensure that FFT-TCM produces positive impacts on day one. Cayuga Centers has also repeatedly demonstrated success with initiating pilot programs that are funded indefinitely by local jurisdictions as a result of preliminary achievements. The proposed FFT-TCM program in Albany will prove to be a crucial step forward in providing evidence-based casework in both the county.

If partners or collaborative agencies are proposed, describe their roles in this program/project*

Cayuga Centers will work in close collaboration with FFT Associates, an accredited supervisory entity of FFT- TCM. FFT Associates will provide initial training, model adherence, oversight, ongoing training, quarterly booster sessions, licensing and fidelity reviews. The FFT-TCM program will receive and process all referrals directly through the Albany DCYF. We will ensure high levels of communication with Albany County staff since families are complex and typically struggle with multiple systems. Other linkage sources will include the Youth Bureau, the YMCA, religious centers, and schools, among others.

Roles and Responsibilities*

The FFT-TCM program will be overseen by the Chief Operating Officer of CNY, Ann Sheedy, MSW, PhD. Additionally, the Vice President of Community-Based Interventions, Cindi Pagan, LCSW, will directly oversee a team that includes one (1) FFT-TCM supervisor and four (4) FFT-TCM therapists. Along with the President and CEO, Edward Myers Hayes, this leadership team will oversee the start-up and implementation of the Albany FFT-TCM program. This includes the development of an implementation team and subcommittees to ensure seamless implementation. All three have in-depth knowledge of Albany County, unsurpassed experience with the FFT model, as well as a high degree of expertise with implementing evidence-based programs.

Ms. Pagan has over 20 years of experience, including overseeing multiple evidence-based programs. Under the supervision of the COO, she will directly oversee the FFT-TCM team to ensure quality services, adherence to the FFT-TCM model and to all county/ state regulations. The FFT-TCM Supervisor will be a master's level position and will provide therapy, oversight and supervision to each therapist. FFT-TCM (high risk) therapists will also be master's level positions and will be responsible for providing in-home FFT therapy sessions and case management for youth/ families on the high risk track. FFT-TCM (low risk) therapists will be a bachelor's level position and will be responsible for providing in-home FFT therapy sessions and case management for youth/ families on the low risk track.

Describe any anticipated challenges and mitigation strategies*

Although Cayuga Centers has provided FFT since 2000, the proposed program will be our first full scale implementation of FFT-TCM. Crucial to the success of this program will be the use of de-implementation science as a best practice to compliment both start-up and implementation. All too often, new programs are launched with a singular focus on implementation requirements, thereby failing to recognize the underlying need to unlearn ineffective or outdated organizational practices and habits. To ensure this is avoided during the start-up and implementation phases, staff will utilize the core concepts of de-implementation science as a best practice to ensure that extraneous or repetitive FFT protocols or habits are not carried into the new FFT-TCM program.

Through this process, the Implementation Team will continue to identify and eliminate ineffective or unnecessary practices that do not pertain (or run counter) to the FFT-TCM model. Within this framework, Cayuga Centers will continue to work collaboratively with both FFT Associates and Albany County to implement FFT-TCM.

Budget *

Cayuga Centers is seeking a total of \$500,000 from the Mother Cabrini Health Foundation to provide FFT-TCM to at-risk and underserved youth and families throughout Albany County. This program will include six full time staff who are anticipated to serve approximately 190 youth and families during the grant period. Services include the provision of evidence-based Functional Family Therapy and comprehensive therapeutic case management. All treatment plans and services are designed in partnership with each family and reflective of their specific needs.

This includes two tracks of service: high risk and low risk. Services will be provided in close partnership with FFT Associates (FFT-TCM model developer) and the Albany County DCYF (referral source and oversight).

This program is new to the agency and will be the first-of-its-kind in both Albany County. The FFT-TCM program will operate as a standalone program and all of Cayuga Centers' existing programs have their own funding sources and will not be impacted or supplemented through this program. As such, all existing programs and our ability to expand new and/or existing programs will not be effected. Furthermore, a lack of funding from the Cabrini Foundation will not impact Cayuga Center's ability to carry out our existing programs that are not the focus of this application.