

refocusing  
resources

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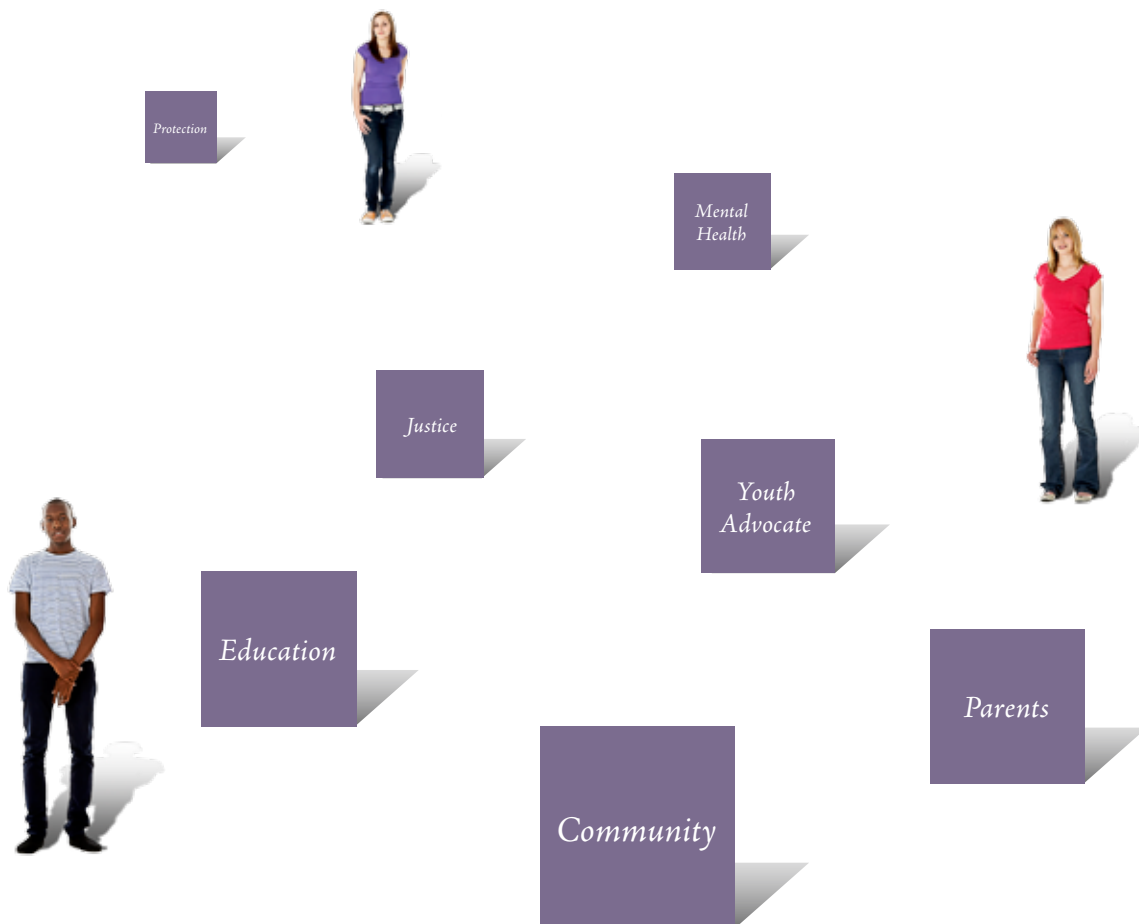
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## *Finally, It's a Wrap*

Some four or five decades ago, an idea was floated in certain academic circles that maybe the traditional way social services was being distributed to individuals wasn't the best way. Rather than directing funds to dozens of specialized agencies, each with its own patch of the service quilt, maybe the system would do better to focus funding on the client and let his or her needs determine which providers will respond.

That idea, what is termed "wrap" or "wraparound" services today, is finally going mainstream. After a number of real world pilot programs in systems around the country, the evidence is clear: the wraparound model of providing services works — far better than the old way. "Wrap" youth move rapidly from high-end, more restrictive settings to low-end, community-based settings where the community-at-large plays a large part in the treatment plan.

If all this sounds suspiciously familiar to Hale Kipa's Hawai'i Advocate Program (HAP) model, it should. Most of the principles for "wrap" and HAP are the same. Both come directly from the wraparound case management model developed years ago, in the ivory towers of places like Purdue and Brandeis in the late 1970's. Both look to the youth to find out what's needed, rather than to the agency to find out what's available. Both will succeed in Hawai'i if we give them a chance.



## *Change is in the Air*

Since I've been CEO, which is longer than many of my staff have been on the planet, the Holy Grail of adolescent and children's services has been a single state agency that would administer to the needs of youth... without the divisions that exist between the Department of Human Services (DHS), Office of Youth Services, Department of Education, Family Court and the Child and Adolescent Mental Health Division (CAMHD). What we wished for was a client centered, "wraparound" model of delivering services to youth and families, whereby the needs of the youth determined how services were delivered, not the structure of the system.

As early proponents of this approach, Hale Kipa is especially pleased to see the State make solid moves toward a wraparound approach, system wide. Two pilot projects at Child Welfare and at Juvenile Justice have led to an RFP (request for proposals) for services that will make the wraparound process an integral part of the foster care continuum.

A related concept that is being adapted for Hawai'i by DHS is a waiver for federal foster care money, allowing agencies to redirect these funds to keep youth out of placement or to get them out more quickly. Once they are back in the community, they can be "wrapped" with services to help them succeed. This model is well aligned with Hale Kipa's "trauma informed approach" as it is sensitive to the variety of ways that young people experience trauma — and the variety of programs that could be helpful to them.

A second sea change in policy we've witnessed this past year is the extension by State law of foster care to youth 18 to 21 years of age. Historically, at age 18 children have "aged out" of the child welfare system, as well as the juvenile justice system and the Department of Education. Although CAMHD had the power to extend services in special cases, for most youth the safety net fell away at 18 and they found themselves on their own. This population — the so-called "gap group" of 18 to 22 — were no longer eligible for the

**Punky Pletan-Cross** *President and Chief Executive Officer*



services they received as adolescents, but weren't yet eligible for adult services either.

Fortunately in recent years, the thinking about "emancipation" has evolved. We now understand that the adolescent brain isn't fully mature until the late 20's. We now know that it's unrealistic to ask individuals who have survived disrupted, often chaotic childhoods and adolescence to suddenly stabilize and take responsibility for themselves as an adult because they have magically turned 18. The new law reflects that awareness.

Coupled with some of the changes we are making within the agency, I am as hopeful about the prospects for at-risk youth in Hawai'i as I have been in years.

The past year has seen a significant improvement in Hale Kipa's economic environment, as well. We received a \$50K-a-year, three-year grant from the Weinberg Foundation to support our Haloa Program for older adolescent females. Toward the end of the fiscal year we learned that we would be receiving a significant

expansion in our Independent Living Program Contract (ILP), almost doubling our ability to help youth transition to adulthood. And we were awarded a \$490K grant for a new program called Imua Kākou (see story below) from the Department of Human Services.

The sunny financial news also includes an encouraging first attempt at an annual giving campaign, in which we raised in excess of \$150K, inclusive of a \$50K match from the Hau'oli Mau Loa Foundation. This 'first toe in the water' was a huge success, bringing in much needed unrestricted funds. It charged up our development team and helped broadcast to the community some of the successes of our many programs.

All in all, the past year has been one of the most change-filled in recent memory for Hale Kipa, and for the youth services system in Hawaii as a whole: major shifts in thinking about youth services that come as a blast of fresh air.

# WRAPAROUND

## *Comes to Hawaii*

*At-risk youth often need a variety of services, and their needs come in times of crisis. In a perfect system, they would get the types of attention they need — physical, emotional, logistical — as soon as they need it. They wouldn't have to worry about whether the agency that they started with has the facilities, resources or expertise to handle any and all of their issues, because "the system" would seamlessly get them the services they needed for their best interests.*

That's not the way youth services have traditionally been delivered.

The current system funnels individuals through one of several doors depending on the agency that referred them, or the one their family first reached out to. For child abuse and neglect, that agency is likely the Department of Human Services (DHS). In a criminal case, it might be the Family Court, or the Office of Youth Services. Behavioral or mental health issues would typically be referred by the Child and Adolescent Mental Health Division (CAMHD) or Department of Education (DOE).

The truth is, however, that youth don't neatly fit into any of those particular categories particularly well. Most have multiple needs and issues. They may be survivors of a challenging home environment that has led to emotional disturbances and school truancy. They may have a problem with drugs that has led to criminal activities and health issues.

As a result, most youth and families find that the agency that they are attached to cannot provide all the services they need.

So there has long been a pressing need to have a coordinating function in youth services; a navigator who could expedite and facilitate access to a whole range of service providers. By examining the youth's case history and needs, such an office would be able to see that the youth and family's needs are met, fully and expeditiously.

### ENTER WRAP

Two Hawai'i pilot programs for wraparound services, begun a little over a year ago, promise to make that possible. The premise of these programs is that the system identifies what the youth needs — and then finds the funding to provide it, without regard to the funding source. So, for example, a youth who comes into the system through the courts who needs a temporary out-of-home placement gets it right away, even though the court itself doesn't

have residential programs.

These pilot projects — in the Juvenile Justice System and Child Welfare System — required a tremendous amount of collaboration between state agencies and service providers. In fact, part of their goal was to demonstrate that such a degree of collaboration among state agencies and the nonprofit sector is feasible.

At Hale Kipa, as at private agencies and public offices around the State, we are looking forward to positive results, and to extending these pilot programs to the entire system.

### ACADEMIC BEGINNINGS, PRACTICAL APPLICATIONS

The wraparound model is predicated on long standing concepts or principles of wraparound case management services that go back to the 1970s at Purdue and other universities, but was made famous by an extremely successful and well-documented project called Wraparound Milwaukee (see story next page).



The wraparound model asks the government and its partners to change the way they do business. Unlike the traditional system, in which state agencies issue contracts to buy specific services, the wraparound model, lets the needs of the youth and family guide the design of programs, which can be customized to maximize their efficacy for each individual. Multiple providers and state agencies may be simultaneously involved with a single case.

The beauty of a well-administered wraparound program is that it encourages youth to move rapidly from high-end, more restrictive settings to low-end community-based settings. There is an acknowledgment that both professionals and “para-professionals” have a role to play in the provision of services, as does the community-at-large. Indeed, the

community itself becomes the most valuable resource as the youth transitions out of the system.

#### **WELL SUITED FOR ISLAND POPULATIONS**

Hawai‘i’s pilot programs will succeed because our communities already know how to come together to care for youth. The wraparound model is perfectly aligned with Ohana Conferencing and Youth Circles, involving the extended family and the community. And the wrap model acknowledges how important it is for the youth and family to “buy into” the process, that they feel a sense of control over their treatment and that they believe that will get what is needed, regardless of the provider.

With a coming change in administrations, plans to roll out wrap-

around programs system-wide are still over the horizon. But the pilots in Child Welfare and Juvenile Justice have already resulted in the State’s successful request for a Title IV-E Waiver, which allows Federal foster care dollars to be redirected for preventing placement or for returning youth more rapidly to their families and community. And the State has just issued an RFP (Request for Proposals) to procure coordination services that will make wraparound an integral part of the youth services continuum.

At Hale Kipa, we often say that we teach youth and families how to orchestrate the services they need for themselves, that they become their own community navigators. We are happy to see the State become a champion of that process.

#### **WRAPAROUND MILWAUKEE:**

### *The Proof is in the Community*

*In the mid 90’s, the Center for Mental Health Services in Washington, D.C. decided to put the “wraparound” concept to the test. Ten sites around the country were tapped to receive a six-year, \$15 million grant to develop a ground breaking system of care for youth with emotional, behavioral, and mental health needs. Milwaukee, Wisconsin was one of those cities.*

*That test morphed into Wraparound Milwaukee, a fixture in the community’s social service landscape, and a huge success by all estimations. A 2010 report documenting the program’s first 15 years found that the system — which had grown to an annual budget of \$42 million serving over 1400 children and their families — had reduced the number of youth in high-end residential treatment centers from an average of 375 to 80; it had reduced inpatient Medicaid psychiatric hospitalization days from over 5000 to 500; and it had leveled funding requirements for residential treatment programs. For high risk kids, Wraparound Milwaukee has reduced recidivism rates, achieved better permanency, and significantly improved school attendance.*

*Like other client-centric programs, the wraparound approach in Milwaukee, focuses on strength-based, individualized care. It coordinates hundreds of agency and individual providers with an array of over 80 services, delivering comprehensive and flexible treatment plans to youth and their families. Then Wraparound Milwaukee aggressively monitors quality and outcomes, making sure their clients get the services they need.*

## *Stretching the Safety Net*



Before the ink had dried on the Governor's signature, Hale Kipa was ready to respond to Bill 1340 with a way to serve youth 18 years of age and over. A brand new program was rolled out to help young adults exiting foster care to build successful futures.

Imua Kākou is a voluntary program which provides support to former foster youth between the ages of 18-21. Young adults who have 1) exited foster care at age 18 under permanent or foster custody of DHS; or 2) were placed under legal guardianship after attaining the age of 16; or 3) adopted from foster care at age 16 or older in Hawai'i are all eligible. They can receive benefits and additional support as long as they are participating in an eligible education or employment activity, or if they are medically disabled. Benefits include medical and dental coverage, living assistance payments, and monthly one-on-one support to help

them connect with resources and plan personal goals.

Sachi K was one of the first to participate in Imua Kākou. In just three months, it made all the difference.

"Before the program, I was jobless and I was always worried about what I'd do with student loans and housing," remembers Sachi. "It was hard to finance everything with my savings account running dry."

Imua Kakou helped her lighten the weight on her shoulders, and allowed her to put away a little money from a part time job. Taking advantage of Imua Kākou's insurance coverage gave Sachi time to build some financial stability. After a while, she was able to cover her medical and dental insurance herself.

Kelsey Tsuneda, Sachi's Case Manager, watched it all unfold. "Sachi, like many of the young adults I work with, has shown great resilience and perseverance



through the challenges that landed her in foster care. She has an amazing spirit that helped her through a year at UH Manoa and artistic talent that she contributed to the school newsletter.”

“The program gave me peace of mind during the times I was unable to reach life stability,” Sachi adds. “I am greatly indebted to Hale Kipa for helping me get my life on track.”

Though she is currently focused on gaining work experience and repaying school debts from a time of instability, Sachi is aspiring to return to educational or vocational training within the year.

She has Imua Kākou — and the fruit of the Hawai‘i State legislature’s proactive action — to thank for the opportunity to shift her focus from the past to the future.

“I will never forget the experience I’ve had with this program, even with the little time I had. Little things in life make a big difference.”



## GIVING EMANCIPATION A CHANCE

*Even growing up in the best of homes, many adolescents are unready to take on the adult world of jobs and responsibilities as soon as they walk out of high school. It can be much harder for youth who have been through disrupted and chaotic childhoods and adolescence. And yet that is exactly what the foster care system has expected youth to do when they were “emancipated” from the system at age 18.*

*That’s one reason why 18 to 22 year olds — the so-called “gap group” — make up the fastest growing homeless population. Hale Kipa knows this population well, having worked with them for over 25 years with YO! (Youth Outreach), TLP (Transitional Living Program) and ILP (Independent Living Program).*

*A decade ago, the Federal Chafee Independent Living Bill was promulgated to address these issues. It earmarked funding to teach youth the fundamental skills they would need to be able to be successful as adults, well in advance of the day they no longer have a safety net. Now Hawai‘i has followed suit with a new law that extends foster care to age 21, allowing individuals to voluntarily extend their stay in foster care.*

*The state then issued an RFP for a new program that would focus on the 18 to 21 population. The resultant program, Hale Kipa’s Imua Kākou, assists this population in developing skills and making connections in the community that will enable them to be successful as adults.*

*The youth services community is hopeful that this legislative change, accompanied with the funding to create the programs it promises, will provide a better way of easing the transition from at-risk adolescents to adulthood.*

## *Getting Creative About Vocational Training*

Putting together an effective educational/vocational program for a transient population spread out over five islands has its challenges. So Hale Kipa's expanding Educational/Vocational (Ed/Voc) program places the emphasis on activities that can be successful over shorter time spans, like career exploration and life skills training.

For example, to give groups of teens a taste of how the Island works, Ed/Voc set up a number of field trips, including a Board of Water Supply-led hike to a water tunnel in Waihole. They went to Lyon Arboretum to learn about the Manoa watershed, and hiked the Kaena Coast trail. The idea behind the trips is to expose youth to different parts of the island, introduce them to culturally significant sites and values, and expose them to interesting careers they may want pursue (marine biology, forestry, etc.).

Because of a disrupted home life, many of our youth are far behind their grade level in reading skills. But reading skills are vital for a decent career. So Ed/Voc has initiated a read-aloud program called ReaDch, a system of reading developed by UH's University Lab School in Manoa. ReaDch improves reading skills by helping youth read books aloud — contemporary books with strong science, technology, engineering and math (STEM) components on subjects like the Amelia Earhardt story.

With some groups, Hale Kipa staff is working through "The 7 Habits of Highly Successful Teens." The Sean Covey best-seller leads to group and individual exercises that are based on proven motivational tools.

One of our most exciting initiatives is Paws for a Cause, an actual business that will be open to the public early next year. (See story next page.)

Of course, we still encourage our students to continue their formal education. We have moved away from credit recovery and are now focusing particularly on Kaua'i on competency-based diplomas through the Adult School of Education. At last count, the program on Kaua'i had twenty-eight youth actively enrolled and twenty that are going through intake.

With all we do in Ed/Voc, we use the same wraparound approach that is sweeping the State — providing case management support through our Ka'i Like Program or CBOA Program. We know from experience that is vital to see to all their other needs while we help them get a good education.





## *Paws for a Cause*

At first glance, it seems like an idea from left field: help Hale Kipa's youth transition to adulthood by opening a doggie day care center. Then you talk to Stacy Evensen for about two minutes and you know without a doubt that Paws for a Cause is going to work — and work really, really well.

Here's the backstory: brought in to head up HK's Educational/Vocational initiative (Ed/Voc), former HMSA exec Stacy Evensen was faced with a challenge. With youth spread out over 5 islands, and with an average in-program stay of less than six months, how can you build a Ed/Voc program that prepares youth for the workplace in a meaningful way?

Her answer: open a viable, real-world business and invite HK youth to participate in its day-to-day operations. But not some café or restaurant, like most other youth agencies. It would have to be something different, something that would really appeal to the youth of Hawai'i.

Then Stacy heard about Virginia Woof, an Oregon non-profit doggie daycare that helps youth get job skills. "Working with dogs is therapeutic," thought Stacy. "It builds caring and sensitivity, not just business skills."

She reached out to Virginia Woof and got all the information she needed to start adapting the idea to an Island population. The business plan was massaged by MBA students from UH's Shidler School of Business who researched the competition and market thoroughly. Their findings led to a 3300 sq. ft. warehouse in Kāne'ohe that is being renovated to offer dog bathing, kenneling and basic dog training. But more than that, it will offer youth in Hale Kipa a chance to work in a real business in a variety of roles, helping them to gain real world experience.

The program will bring in six youth (aged 18-21 yrs) at a time for twelve weeks. They will be provided with dog management and basic dog training skills. If dogs are not their thing, they can choose to learn bookkeeping, inventory management, even photography. When their experience is over, HK's Ed/Voc staff will help the youth write a resume, search for a job, or go back to school.

"They'll get a taste of being a good worker," says Stacy. "They'll see what it means to be employed, to gain competency in a real work experience. And they'll see the bigger picture of what it takes to run a business."

Designed to be fully self-sustaining, Paws for a Cause will run in the black as early as one year after its February 2015 opening — a great ROI for any start-up. There are already plans to expand services to include grooming and training for therapy dogs, and to expand to other islands.

All this would not have been possible without a generous \$100k grant from the Hau'oli Mau Loa foundation, along with a \$35k grant from HMSA to develop curriculum to teach youth about health through dog training.



*Financial Statement*

REVENUE and SUPPORT	2014	2013
Government appropriations and assistance	5,545,561	4,804,554
Contributions (including Foundation Grants)	622,648	818,957
Aloha United Way Allocation	104,204	117,474
Interest and Dividends	29,194	12,127
Realized and unrealized loss on investments	53,227	37,330
Gain on sale of properties		865,165
Other Income	6,050	6,000
Total Revenue and Support	6,360,884	6,661,607
EXPENSES and LOSSES		
Program Services	5,288,657	5,096,527
Management and General	998,053	1,078,047
Fundraising	77,750	131,603
Total Expenses and Losses	6,364,460	6,306,177
CHANGE IN NET ASSETS	(3,576)	355,430
NET ASSETS AT BEGINNING OF YEAR	2,674,189	2,318,759
NETS ASSETS AT END OF YEAR	2,670,613	2,674,189

Financial Information as of June 30, 2014 and 2013

Figures are excerpted from our audited financial statements.

A complete copy of the audited financial statement is available by writing or calling Hale Kipa, Inc.

## *Our Ewa Campus*

There's been a lot of progress in the past year on the much anticipated Old Fort Weaver Road (OFWR) project. The project began as a large, multiple building campus that would combine administration, shelter and education functions. After extensive meetings, the board and the capital campaign cabinet have agreed that the project should move forward at a significantly smaller scale.

We have crafted a new case statement for OFWR that retools the project to better fit the agency's current ability to support and sustain it. We are making sure that we build a facility that has long term usefulness for the agency, particularly in light of all of the recent changes in the youth services landscape. As a result of these considerations, we are redesigning the campus as a 7,000 sq. ft. service center, with space for educational programming and two shelters. An RFP has gone out for the architectural redesign.

There has also been a rethinking about Hale Kipa's strategy for raising the capital to begin construction. We are building on the \$2.8M in State funds that are already in place, with a clear path to raising the balance. The capital campaign cabinet has been made a committee of the Hale Kipa's board, and their positive energy promises to drive the project to completion.

## *First Annual Fund a Success*

As funding sources shift and evolve, so must our approach to funding our programs. So in 2013, a committee of Hale Kipa's Board of Directors under the leadership of chair Galen Haneda planned our first-ever annual fund drive with a goal of \$100,000. They missed their goal by a long shot.

They raised \$153,000.

The highly successful drive consisted of 1) direct mail to hundreds of Hale Kipa supporters and to new prospective donors; 2) personal contact from HK Board members; and 3) personal appeals from community leaders to friends and constituents. The total raised was bolstered by a generous \$50,000 matching grant from the Hau'oli Mau Loa Foundation.

Even more than the dollar amount, the Annual Fund gave us an opportunity to talk about the many services we provide to more than 2,000 youth and families each year. People learned that government grants cover 80% at best, and are often restricted for specific purposes.

The Annual Fund provides cash to meet immediate, unforeseen needs that can make a huge difference in a young person's life. This year, for example, the Fund paid the fees for a young woman's General Education degree; for clothes a young man needed to start a new construction job; for emergency shelter and abuse counseling.

Already the Annual Fund committee has embarked on the next campaign, adding a corporate giving component to expand our support base. The Hau'oli Mau Loa Foundation has once again offered to match every dollar raised, this time up to a total of \$75,000.

All of which means that Hale Kipa can do even more to help Hawai'i's youth navigate a positive path to the future.



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