

CENTER FOR
RESILIENCE

ANNUAL REPORT

2



1

9



MISSION AND VISION	01
WHY THE CENTER FOR RESILIENCE?	01
OUR MODEL	02
2018-19 ACCOMPLISHMENTS	02-03
2018-19 OUTCOMES	04-06
2018-19 FINANCIALS	07-08
LOOKING FORWARD	09

MISSION AND VISION

The Center for Resilience is the only therapeutic day treatment program in Louisiana. We provide educational and intensive mental health supports in an innovative partnership with the Tulane University Medical School Department of Child and Adolescent Psychiatry to ensure the emotional well-being and academic readiness of children with behavioral health needs in the Greater New Orleans region. Children receive instructional, medical, and therapeutic services at our day program sites with the goal of building the skills necessary to successfully transition back to the traditional school setting. We currently service children in grades K-8 and will expand to high school in the 2019-20 school year. Ultimately, we aim to make sure all children with behavioral health needs have access to the appropriate services and placements.

Our vision is that by the year 2035, a full continuum of effective mental and behavioral health supports and interventions exists for children and adolescents in the Greater New Orleans Region, ranging from evidence-based and trauma-informed school experiences to adequate hospital-based services.

WHY THE CENTER FOR RESILIENCE?

Studies suggest that approximately 60 percent of children in New Orleans suffer from Post-Traumatic Stress Disorder, and New Orleans children are 4.5 times as likely as their peers nationwide to demonstrate signs of Serious Emotional Disturbance.¹ A 2012 report by the New Orleans Health Department finds that the behavioral health "system has failed to function as a comprehensive system that includes promotion, prevention, early identification, and treatment."² A recent study by the Institute of Women and Ethnic Studies found that young people in New Orleans report depression at two times the national rate; in addition, 51 percent of the young people surveyed reported they worry about violence, and 54 percent reported experiencing the murder of someone close to them.³

Despite this mental health landscape, few behavioral or mental health supports exist in our community. Although approximately 10 percent of students with behavioral disabilities are served outside of typical school settings nationwide, just .4 percent of students in Louisiana are served in alternative settings, highlighting the absence of appropriate placement and intervention options.⁴ Children with mental health needs receive services either at their school or through a community-based provider; in crisis situations, young people may be hospitalized in a psychiatric residential treatment facility, the closest of which is an hour outside of New Orleans. Little exists between these extremes.

To address these unmet needs, the Center provides caring, non-punitive, therapeutic milieus with positive behavioral supports, trauma-informed approaches, evidence-based mental health practices, small-group classroom instruction, and therapeutic recreation activities. We also offer itinerant homebound instruction and counseling services, and school-based consultations on request. Over time, the Center seeks to expand to build a continuum of mental health placement options for children and adolescents in the Greater New Orleans area.

¹ Children's Health Fund and Columbia University Mailman School of Public Health. Legacy of Katrina: The Impact of a Flawed Recovery on Vulnerable Children of the Gulf Coast, A Five-Year Status Report. Retrieved June 6, 2016, from <http://www.childrenshealthfund.org/sites/default/files/files/Five-Years-After-Katrina-Web.pdf>.









² New Orleans Health Department. Behavioral Health in New Orleans: Recommendations for Systems Change. Retrieved June 6, 2016 from <http://www.nola.gov/nola/media/Health-Department/Publications/Behavioral-Health-in-New-Orleans-2012-final-draft.pdf>.





³ Institute of Women and Ethnic Studies. In that Number study. Retrieved July 3, 2017, from <http://inthatnumber-iwes.org/statistics>.

⁴ Calculated from data drawn from the 38th Annual Report to Congress and United States Department of Education, <https://www2.ed.gov/programs/osepidea/618-data/static-tables/index.html>.

OUR MODEL

Children with behavioral health needs require different services and interventions. During the 2018-19 school year, the Center offered its services at two program sites, one for children in grades K-5 and one for children in grades 5-8. At each program site, we provide varying degrees of instructional intensity.

K-5		5-8	
 LOCATION	Children's Hospital, Calhoun Street Campus (Seton Bldg)	 LOCATION	New Orleans Creative Center for the Arts (NOCCA)
 CAPACITY	20	 CAPACITY	12
 CHILD PROFILE	Children with moderate to significant behavioral and mental health needs who qualify for special education services	 CHILD PROFILE	Children with moderate to significant behavioral and mental health needs who qualify for special education services
 PROGRAM MODEL	Varies based on student need Minimum 60 min. of instruction daily Minimum 105 min. of direct therapeutic support daily	 PROGRAM MODEL	Varies based on student need Minimum 60 min. of instruction daily Minimum 105 min. of direct therapeutic support daily

HOMEBOUND SERVICES	
 LOCATION	Home/Community Setting (Short Term)
 CAPACITY	6
 CHILD PROFILE	<ul style="list-style-type: none"> » Children whose needs cannot be addressed in a day treatment setting » Children transitioning into NOTDP building relationships before receiving services on-site » Children transitioning from residential placement to NOTDP building relationships before receiving services on-site
 PROGRAM MODEL	4 hours of instruction / 90 minutes of therapy per week

2018-19 ACCOMPLISHMENTS

➔ NON-PROFIT TRANSITION

In December, 2018 the New Orleans Therapeutic Day Program, a department of the Recovery School District of Louisiana, fully transitioned its operations to the non-profit Center for Resilience. The non-profit transition offers more flexible operating structures, the ability to serve children from outside of Orleans Parish, and the opportunity to expand our clinical program offerings. We celebrated the non-profit transition with a rebranding event held on the campus of Children's Hospital New Orleans in May, 2018.

➔ SINGLE-SITE FACILITY

The Center for Resilience negotiated a new lease with our colleagues at Children's Hospital New Orleans, expanding our site in the Seton Building on Calhoun Street from one floor to three. This expanded lease allows us to locate our entire program at a single site, increasing our programmatic and operational efficiency, improving communication, and affording our children a facility designed with their needs in mind. Each program (elementary, serving grades K-5; middle, serving grades 6-8; and high school, serving grade 9 in its pilot year) occupies its own floor, with the high school sharing a floor with some administrative offices. The lease also provides exclusive access to secure outdoor space, including open green space, a covered picnic pavilion, and a basketball court.

2018-19 ACCOMPLISHMENTS (CONTINUED)

➔ HIGH SCHOOL EXPANSION

The Center for Resilience secured funding, and completed the hiring process, for our high school expansion. High School Director Cornelius Dukes was hired in the spring, and had the opportunity to spend time at our middle school program, meet with existing Center for Resilience staff, and visit high-performing therapeutic high schools in California to inform his program design. The founding high school staff, and all new Center for Resilience staff, will participate in an additional week of staff summer development (in addition to the three weeks of development provided to all staff members) to ensure adequate planning and onboarding time. During the 2019-20 school year, we anticipate operating a small 9th grade pilot with no more than eight students.

➔ THERAPEUTIC GROUP HOME FEASIBILITY STUDY

The Center for Resilience engaged The Focus Group to conduct a six-month feasibility study regarding the launch of a therapeutic group home, which would be the only therapeutic group home in Orleans Parish. The study consisted of three phases: interviews with local and state-level stakeholders to assess the need and vision for a therapeutic group home; an analysis of therapeutic group homes nationwide serving comparable communities, including phone interviews and on-site visits; and blueprint for launch, including a review of state regulations, required credentialing processes, and budget projections. Due to the limited revenue opportunities, small scale (each group home can only serve a maximum of 10 children, per state law), and intense staffing needs, conservative budget projections indicate each group home may operate with as much as a \$1 million deficit annually, making it unlikely that the Center for Resilience will undertake expansion in this area in the near future.

➔ SCHOLARLY DISSEMINATION OF CFR PROGRAM MODEL AND EVALUATION

Center for Resilience and Tulane School of Medicine collaborated on a paper presentation submitted and accepted for the national interdisciplinary working conference titled Reducing Suspensions and Expulsions of Students with Disabilities: Linking Research, Law, Policy and Practice Conference. This conference, hosted at Loyola University Chicago and funded by the Spencer Foundation, aimed to build a research and policy agenda centering on changes to laws, policies and school practices to prevent and respond to behaviors of students with disabilities through non-exclusionary means, with the overall aim of promoting greater inclusion of students with disabilities in schools. Dr. Kristen Pearson, Tulane SOM child psychology postdoctoral fellow and CfR clinician, and Dr. Laura Marques, Tulane SOM faculty and CfR Clinical Director, presented the paper titled, "Trauma and Discipline Disproportionality: Treating the Underlying Concerns," which outlined the theoretical and practical foundation of the Center for Resilience model, as well as the implementation and program design/evaluation process. Dr. Pearson, also represented Center for Resilience and the paper's authors, which included Dr. Marques, as well as Dr. Monica Stevens, Tulane SOM faculty and CfR Clinical Director, and Dr. Liz Marcell-Williams, CfR CEO, during the 2.5 day workshop. The paper was subsequently selected for inclusion in a corresponding book aimed at disseminating the work of the conference and its participants. Publication is expected in late 2020.

2018-19 OUTCOMES

The Center for Resilience has two overarching programmatic goals. Those are:

80% of children transition successfully back to their home schools

Children will make one year of academic progress in reading and math for every year they are enrolled in the program (or a portion thereof)

However, CfR measures outcome data on a variety of programmatic indicators, outlined below.

→ ENROLLMENT & REFERRALS

In our four years of service to children and families, the Center for Resilience has served a total of 62 unique students, an increase of 17 students over the last year.

During the 2018-19 school year, we received 29 referrals, consistent with year-to-year referrals. We served 34 individual students and had an acceptance rate of 96 percent, which is somewhat higher than in years past (the acceptance rate in 2017-18 was 74 percent, by comparison). We believe the schools that are submitting referrals are highly successful in identifying children who may benefit from services at the Center for Resilience.

We expanded our capacity in our elementary program site, adding 8 seats.

→ ACADEMIC PROGRESS

Academic progress is routinely tracked and assessed. Small class sizes and individualized instruction have contributed to impressive academic growth among children who arrive at the Center for Resilience an average of three grade levels behind in math and reading.

Children's academic progress in the 2018-19 school year was the greatest since our program began, and, on average, exceeded our goal.

ELEMENTARY

Reading 1.36 Years Growth
Math .69 Years Growth

MIDDLE

Reading 1.86 Years Growth
Math 1.18 Years Growth

PROGRAM WIDE

Reading 1.21 Years Growth
Math .93 Years Growth

→ TRANSITION TO HOME SCHOOLS

Over the past four years of serving children, the New Orleans Therapeutic Day Program/Center for Resilience transitioned the following numbers of children back to their home schools:



The average length of stay in our program has fallen from over 16 months at the end of 2016-17 to just 11 months at the end of 2018-19. We interpret this to mean that we have gotten better at providing adequate support and intervention to children in our program; we have also been able to better identify when children in our program need more intensive services, such as referral to a psychiatric residential treatment facility.

We have an 81 percent success rate in transitioning children back to their home schools, which exceeds our target of 80 percent by one percentage point.

2018-19 OUTCOMES (CONTINUED)

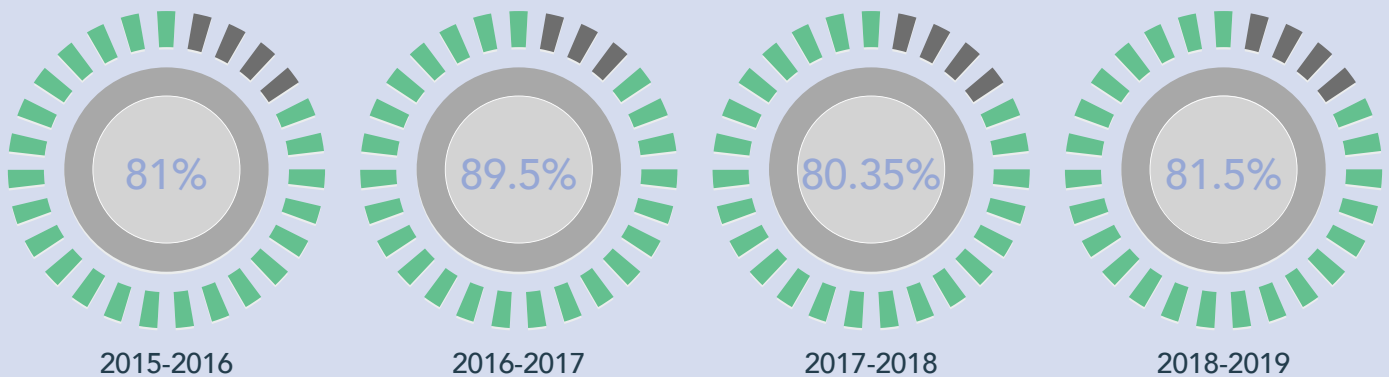
→ PROGRAM SATISFACTION

The Center for Resilience surveys our partner schools at least once a year to solicit feedback on our program and to gauge our partners' satisfaction with our program. In the 2018-19 school year, 83.3 percent of partner schools rated themselves as "Satisfied" or "Very Satisfied" with the Center for Resilience. This number has held constant for our four years of operating the program, and exceeds our internal target of 80 percent satisfaction by three percentage points.

→ ATTENDANCE

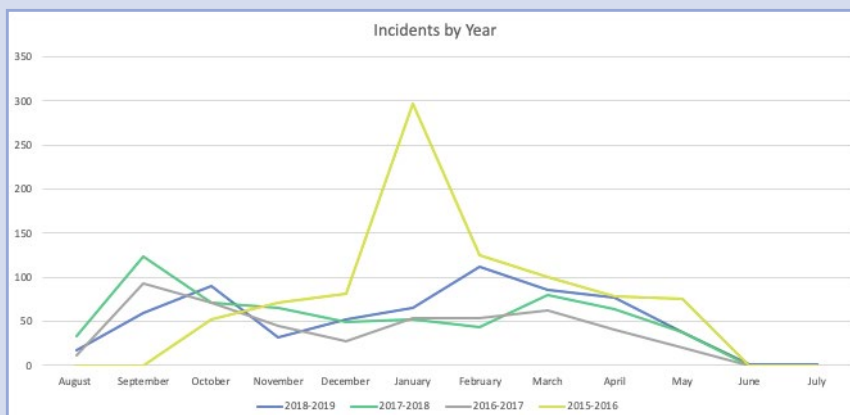
At Center for Resilience, we track our children's attendance on a monthly basis. We would like to be able to compare this to parish-wide attendance rates for children with disabilities, and children with behavioral disabilities specifically, but to date we have been unable to access this data. The table below demonstrates attendance trends for every year of programming.

AVERAGE ANNUAL ATTENDANCE



→ BEHAVIORAL INCIDENTS

The following chart shows year-to-year trends in behavioral incidents warranting staff intervention. The difference between our first and second year of programming is significant; we attribute the change to the implementation of Therapeutic Crisis Intervention in Schools as our crisis prevention and response method, as well as our staff's increased ability to anticipate and prevent behavioral issues. The general stability in our second, third, and fourth years is notable, because our program expanded to a second program site in 2017-18 and we added seats in 2018-19, and we might have expected to see a resulting increase in behavioral incidents. We interpret these comparable trendlines as a reflection of the consistency of implementation of our program model and practices.

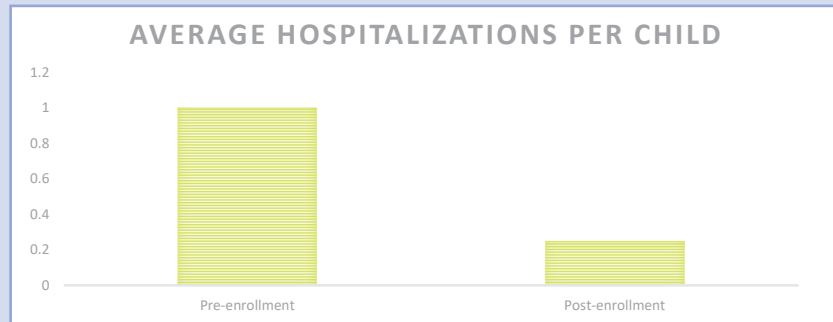


It is worth noting that overall behavioral incidents decreased by 46 percent from 2017-18 to 2018-19 (or year three to year four), and have decreased by 80 percent from 2015-16 to 2018-19 (or year one to year four).

2018-19 OUTCOMES (CONTINUED)

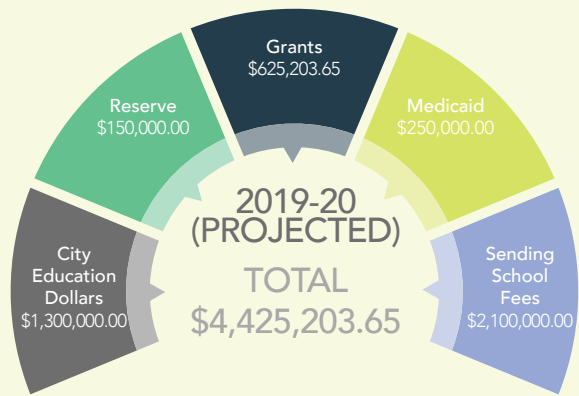
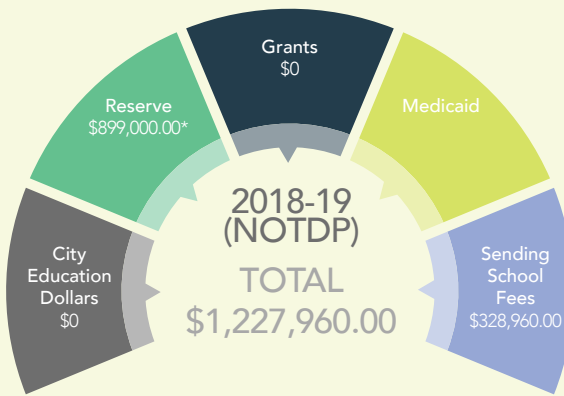
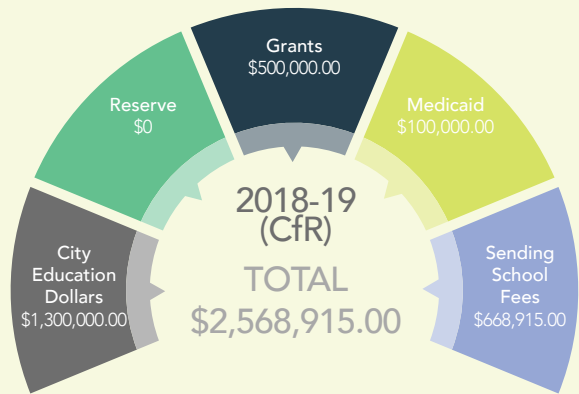
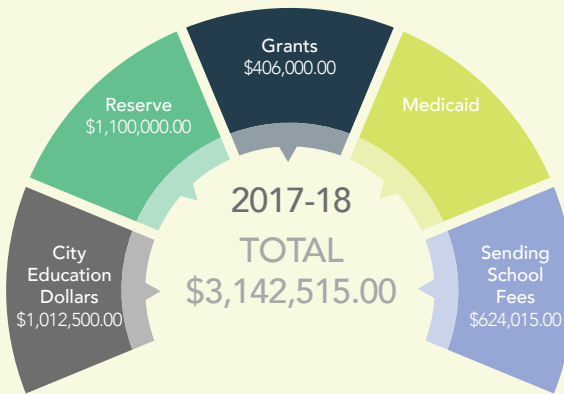
→ HOSPITALIZATION RATES

Over time, we have seen a 75 percent reduction in incidents of psychiatric hospitalizations (including both short-term acute care stays, and referrals to longer-term psychiatric residential treatment facilities). To date, 45 percent of admitted children have experienced at least one hospitalization prior to referral; just 18 percent of enrolled children experience a hospitalization during time.



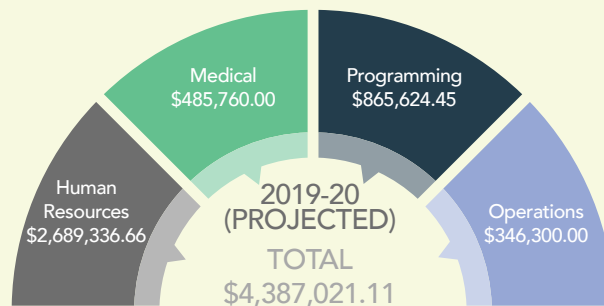
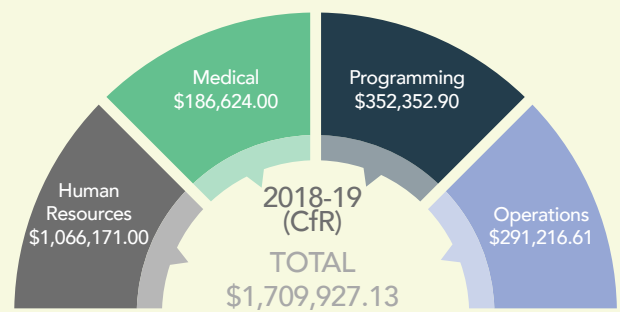
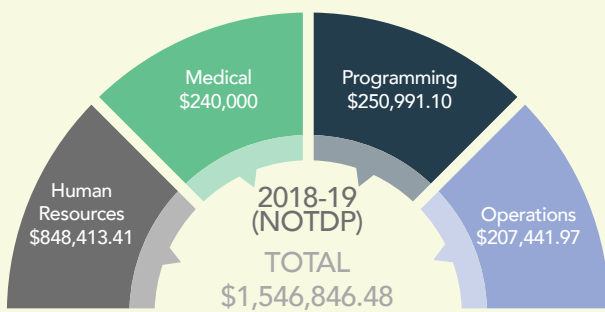
2018-19 FINANCIALS

REVENUES



*The Department of Education required NOTDP to spend down this reserve prior to the transition to the non-profit Center for Resilience.

EXPENSES



2018-19 FINANCIALS (CONTINUED)

→ DONOR LIST

Thank you to the following individuals and entities for their support of the Center for Resilience during the 2018-19 school year:



LOOKING FORWARD: EXPANSION AND OTHER OPPORTUNITIES

Our vision states that by the year 2035, a full continuum of effective mental and behavioral health supports and interventions exists for children and adolescents in the Greater New Orleans Region, ranging from evidence-based and trauma-informed school experiences to adequate hospital-based services. As the 2018-19 year draws to a close, we are considering a variety of opportunities to build out this continuum.

➔ PROGRAMMATIC EXPANSION

The Center for Resilience is considering three possible avenues of programmatic expansion: an open enrollment charter school serving children in grades pre-K – 8 at capacity; a therapeutic group home; and an early learning center.

» **The Querencia School:** The Center for Resilience currently has an approved charter school with the Orleans Parish School Board. The school design emphasizes the development of healthy relationships and problem-solving skills and offers an exploratory learning model in an intentionally diverse by design setting. At the least restrictive end of the potential services offered by the Center for Resilience, the Querencia School – named after a Spanish metaphysical term signifying a place from which one draws one’s strength – would implement many of the same developmentally appropriate and relationships-based practices currently used in our day treatment program.

» **Therapeutic Group Home:** The Center for Resilience engaged The Focus Group to conduct a six-month feasibility study regarding the launch of a therapeutic group home in Orleans Parish, which would be the first such residential option available to children with emotional health needs. While the need for such a home was clearly identified by stakeholders interviewed as part of the study, there are limited revenue options and significant costs associated with the ongoing operation of one or more therapeutic group homes. It is unlikely that the Center for Resilience will explore this expansion option in the near future based on financial projections.

» **Early Learning Center:** The Center for Resilience recognizes the importance of early intervention services for children ages birth – four who have experienced trauma, and our partners at Tulane University School of Medicine have deep expertise in infant and child trauma. An early learning center has long been part of our expansion planning, and given the unlikelihood of pursuing the therapeutic group home option, we are likely to explore the feasibility of launching an early learning center.

➔ ORGANIZATIONAL PARTNERSHIPS

The Center for Resilience is exploring the possibility of partnering with existing community-based organizations to collectively enhance the continuum of mental health services and settings available to children and adolescents in the Greater New Orleans region. We continue to discuss opportunities for collaboration with Children’s Hospital New Orleans and anticipate similar conversations with community-based mental health agencies.

➔ SURROUNDING PARISHES

The Center for Resilience continues to welcome possible partnerships with surrounding parishes. Part of our work this fall will include outreach to Jefferson, St. Bernard, and Plaquemines Parish to offer services to children with diagnosed emotional health needs enrolled in those parishes.