MISSION AND GOALS

In 1996, Michael Jordan and his family launched the Jordan Institute for Families at the University of North Carolina at Chapel Hill School of Social Work. The mission of the Jordan Institute is to strengthen families by applying interdisciplinary knowledge to the design and operation of social and health programs in North Carolina and across the nation. To accomplish this mission, the Jordan Institute is charged with the following goals:

- Translating research knowledge into public policies and practice technologies that support and strengthen families.
- Providing technical assistance, education, and training to policy makers, program managers, service providers, and consumers to ensure that research findings (from social work and other disciplines) are reflected in policy recommendations, in professional practice, and in the ways families interact with human service systems in their communities.
- Encouraging collaboration among the areas of aging, child welfare, criminal justice, disabilities, health, juvenile justice, mental health, public education, and other agencies and organizations that serve families.
- Promoting interdisciplinary family studies and information sharing across health and other professions.
- Promoting intergenerational approaches to support and strengthen families across the life course.
- Fostering an atmosphere of respect for racial and cultural diversity in public policy, research, education, and community service.

OUR SCOPE AND SUCCESS

Consistent with the University’s broad mission “…to serve as a center for research, scholarship, and creativity…” the Jordan Institute for Families and its affiliated programs—all of which secure extramural funding to support their activities—serve as a focal point for public engagement and service. The activities described in this report demonstrate the involvement of the University in serving families across North Carolina and the country. The Jordan Institute is deeply involved in improving child welfare and promoting the safety, permanence, and well-being of our youngest citizens. In the fields of mental health and substance use, our faculty provide ongoing professional development and training at the intersection of behavioral and physical health. These faculty members are forging connections between the University, community, and public systems striving to serve families with complex needs. Still other efforts focus on transitions as families change and adults reach retirement and end-of-life; our programs and services train agencies to provide helpful and supportive services throughout the life course.

The programs described in this report represent a diverse range of practice and policy initiatives designed to benefit families across North Carolina and the nation. Some programs were established before the formation of The Jordan Institute for Families and chose to affiliate with the Institute when it was created. Other programs were created under the Institute after it was founded. Each section of the report briefly summarizes the services offered by programs affiliated with the Institute. Each section also reports on outcomes observed by each program in the past year and, in some cases, over the past two to three years.

All 13 programs serve a common objective: to provide the 100 counties in North Carolina with the best available information for serving families. The programs include:

1. Accountable Behavioral Care (ABC)
2. Behavioral Healthcare Resource Program (BHRP)
3. Center for Aging Research and Educational Services (CARES)
5. Creating Indicators Project
6. Developmental Disabilities Training Institute (DDTI)
7. Family and Children’s Resource Program (FCRP)
8. Family Support Program (FSP)
9. Project Broadcast
10. Project NO REST
11. Refugee Mental Health and Wellness Initiative (Refugee Wellness)
12. The Middle Space
Accountable Behavioral Care (ABC) provides organizational development services to community-based groups in North Carolina striving to improve behavioral health services and outcomes.

**Accountable Behavioral Care Successes**

- Established five online learning networks designed to develop business skills among the North Carolina workforce of behavioral health providers. ABC achieved this goal by offering the BHbusiness program (sponsored by the National Council of Behavioral Health). To date, 27 behavioral health providers have participated in the online learning networks, and these participants have formed an ongoing peer-support network.

- Engaged the leadership of a regional managed care organization and five county departments of social services to guide an inter-agency project designed to use cross-agency data to examine and reduce placement disruptions for children in foster care.

- Established the North Carolina Adult Network of Support steering committee as part of a contract with the North Carolina Division of Aging and Adult Services. The aim of the steering committee is to address the complex issues faced by aging adults and their caregivers, including dementia, adult guardianship, and elder abuse. This extensive collaboration involved creating a centralized infrastructure, a dedicated staff, and a structured process to develop a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

- Partnered with the North Carolina Council of Community Programs to plan and implement two statewide conferences focused on strengthening the behavioral healthcare system across the State.
The Behavioral Healthcare Resource Program (BHRP) provides training and technical assistance to North Carolina's mental health and substance abuse agencies.

Using research and best practices, BHRP develops curricula and provides training support to professionals and paraprofessionals working in the fields of mental health and substance use. BHRP also focuses on increasing the efficiency of service systems by providing technical assistance and program consultation to service organizations. The overarching goal of BHRP is to improve client outcomes and to increase service system efficiency. BHRP provides a Peer Support Specialist certification program, clinical training and workforce development for behavioral health professionals, and dissemination of evidence-based interventions and practices such as Critical Time Intervention and Mental Health First Aid.

**BHRP Successes in 2014–2015**

- Credentialed 841 individuals as Certified Peer-Support Specialists. This program helps prepare people who are in recovery from mental illness and substance use disorders to provide support to others who are receiving services in the mental health and substance use disorder service system.
- Provided training in a face-to-face format for 1,005 behavioral health professionals in North Carolina, and served another 1,229 professionals through online programs.
- Hosted a statewide conference for 400 professionals from a range of disciplines, including medical, legal, public health, and child welfare, to disseminate best practices in the treatment of pregnant women with opioid exposure. The conference aimed to increase awareness of the extent of opioid use (prescribed or otherwise) among pregnant women in North Carolina and to promote practices shown to improve outcomes for these mothers and infants.
- Collaborated with national and state agencies in increasing availability of Mental Health First Aid across North Carolina’s communities. Mental Health First Aid is an internationally recognized evidence-based intervention that has been proven to increase the layperson’s knowledge of mental health support and treatment resources. As part of these dissemination efforts, BHRP focused on increasing the number of Mental Health First Aid instructors from 43 to 314 and the number of trained responders from 2,000 to 10,500. To date, trainings for Mental Health First Aid have taken place 90 of the 100 North Carolina counties.
- Expanded a pilot project on Critical Time Intervention. This program helps people with severe mental illnesses integrate into stable community living after a crisis (e.g., homelessness, incarceration, or hospitalization). Critical Time Intervention is now available in five sites across the State, with plans to expand sites in fiscal year 2016-17.
The Center for Aging Research and Educational Services (CARES) provides training and technical assistance to organizations serving older and vulnerable adults. Specifically, CARES builds the capacity of social services for older adults and aging programs by offering a range of professional development activities. CARES provides a menu of online and in-person training, including certification and capacity-building services for staff of senior centers in North Carolina.

CARES is deeply involved in State activities. It is helping to organize a statewide movement to build an Adult Network of Care for vulnerable adults. In addition, CARES facilitates a statewide network to improve guardianship services for vulnerable populations. Members of CARES staff serve on the North Carolina Institute of Medicine’s Steering Committee and Task Force on Alzheimer’s Disease and Related Dementias.


- Facilitated a 35-member subcommittee for the North Carolina Division of Aging and Adult Services called Rethinking Guardianship: Building a Case for Less-Restrictive Alternatives. The purpose of this ongoing subcommittee is to create and implement a collective impact initiative in one or more communities. A collective impact initiative is a specialized, structured collaboration that involves developing a centralized infrastructure, a dedicated staff, and a well-defined process for determining a common agenda. In addition, this initiative works to ensure that all participants are using the same measurement tools, are participating in continuous communication, and are involved in activities that are mutually reinforcing among all collaborators. CARES is charged with evaluating the impact of this project on guardianship outcomes and the well-being of aging adults.
- Hosted a series of on-line courses sponsored by the North Carolina Division of Aging and Adult Services. This effort reached 819 learners, who enrolled in 1,158 courses and completed 4,302 learning modules.
- Conducted 18 training sessions in Person-Centered Application for nine managed care organizations and other providers of services for individuals with mental illness. In total, 333 people participated in these trainings.
- Provided training for 86 senior center staff members in procedures for gathering and analyzing outcome data. These center employees represented 67 senior centers across the State. In addition, CARES trained 109 individuals from 62 senior centers on self-evaluation and documentation. CARES also participated in 12 site visits to recertify or initially certify senior centers as a Center of Excellence or Center of Merit.

819 individuals have participated in on-line courses hosted by the Center for Aging Research and Educational Services.

YEAR ESTABLISHED
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CENTER FOR AGING RESEARCH AND EDUCATIONAL SERVICES

819 individuals have participated in on-line courses hosted by the Center for Aging Research and Educational Services.
Administered by the UNC School of Social Work, the Child Welfare Education Collaborative (hereafter, the Collaborative) is a statewide effort designed to prepare graduate students for practice in public child welfare agencies in North Carolina. Currently implemented by social work programs in 15 universities across the State, the Collaborative is a component of a comprehensive national development strategy to improve and increase the child welfare workforce.

The Collaborative has prepared 1,548 social work students for employment at a local Department of Social Services. The Collaborative assists the Child Welfare Services Section of the North Carolina Division of Social Services in their mission to provide family-centered services to ensure all children have safe, nurturing, and permanent environments.

During the 2014-15 academic year, the 15 Collaborative programs worked together to graduate 121 master’s of social work (MSW) students, all of whom met North Carolina’s requirement for child welfare pre-service training. Students accepted in the Collaborative program are contracted to seek employment in a county department of social services.

In addition to the 15 North Carolina universities currently participating in the Collaborative, six universities are completing the process to become an affiliated partner. With this expansion, 21 of the 25 accredited social work programs in North Carolina will be affiliated with the Collaborative and authorized to provide university-based child welfare pre-service training.

**The Collaborative Successes**
- Placed Collaborative students in field placements in 84 of the 100 North Carolina county departments of social service.
- Since the first Collaborative students graduated in 2000, graduates of the Collaborative have served in 84 of the 100 county departments of social services, and 913 graduates of the Collaborative program have been employed by county departments of social services.
Over the past 18 years, researchers with the Creating Indicators Project have been tracking the experiences of all North Carolina families who receive services from county departments of social services. This project is a massive undertaking given all the data streams, and thus, requires sophisticated, advanced analytics.

By extracting information from State electronic databases related to the administration of child welfare programs, the Creating Indicators Project staff have been collecting and analyzing data with the aim of creating a better understanding of child welfare program processes and outcomes. Based on their analyses of these data, the Creating Indicators staff have developed reports on the factors affecting the length of time households receive Food Stamps and benefits through Work First, which is North Carolina’s Temporary Assistance for Needy Families (TANF) program. For example, project reports have examined whether TANF recipients are able to find and maintain employment, the types of jobs they secure, and the amount they earn.

The project staff also explore whether children in Work First families are more likely than other children to have contact with the child welfare system. Using data from the State’s child welfare system, the Creating Indicators research team has explored questions such as the likelihood of a child entering foster care (i.e., being removed from his or her family home) following a report of maltreatment, the length of time children remain foster care, the number and type of placements these children experience while in foster care, and whether children who leave foster care (e.g., those re-unified with their families) have subsequent child maltreatment reports and re-enter care. In addition, the Creating Indicators staff is exploring the experiences and outcomes of children who “age out” of foster care when they turn 18 years old. To help counties assess their performance in multiple areas of child welfare, the Creating Indicators Program developed a website (http://ssw.unc.edu/ma). The Creating Indicators data resource is used by State administrators and practitioners in making program decisions.

**Creating Indicators Project Successes**

The Project met goals for developing, managing, and updating data systems; and analyzing data and preparing reports to provide critical information to practitioners and policy makers. These goals were achieved by accomplishing the following objectives.

- Developed a data resource regarding the experiences and outcomes of more than 675,000 families and 1.4 million individuals who participated in North Carolina’s Work First program.
- Developed a data resource on more than 2.2 million households and 4.1 million individuals who have received Food Stamps through the North Carolina’s Food and Nutrition Services program.
- Developed data resource regarding the experiences of 3.3 million children who have been assessed for maltreatment and the more than 141,000 children who entered the North Carolina foster care system.
- Established, maintained, and updated a data website with 6,401 pages of information, providing online access to data from child welfare, Work First, and Food & Nutrition Services programs. This website is used by policy makers and practitioners across North Carolina. For example, in October 2015, the website was accessed by 593 individuals, of whom 14.83% were from Raleigh, 6.93% were from Chapel Hill, 5.56% were from Greensboro, and 4.2% were from Greenville.
- Produced monthly *Data Dashboards* for all 100 North Carolina counties as part of the Reaching Excellence in Accountability in Practice (REAP) initiative for child welfare. The Data Dashboard is a county-level achievement guide and a key tool of the North Carolina Division of Social Services in improving services for children across the state.
- Responded to frequent requests for ad hoc analysis from the North Carolina Division of Social Services and other agencies and organizations such as The Duke Endowment. These requests involved analysis on topics ranging from the number of siblings entering foster care during a specific period to the number of children placed each year with each private foster care agency.
The Developmental Disabilities Training Institute was founded with the mission of improving services and supports for people with intellectual/developmental disabilities and their families. The Institute offers consultation and evaluation services. Specifically, the Developmental Disabilities Training Institute has the goal of promoting the inclusion of people with intellectual/developmental disabilities in all aspects of community life.

The Developmental Disabilities Training Institute has the capacity to provide a variety of professional and organizational development services. Using the Support Intensity Scale, the Institute teaches assessment skills for professionals working with people with intellectual/developmental disabilities. Other services include person-centered training for social services, behavioral health, and other organizations serving people with intellectual/developmental disabilities. In addition, the Developmental Disabilities Training Institute provides quality assurance reviews, certification trainings, and targeted consultation services. Working in collaboration with the ARC of North Carolina, the Institute’s goal is to build an infrastructure for an ongoing statewide survey of services available to individuals of all ages with intellectual/developmental disabilities.


- Provided 35 training events on the following topics as related to people with intellectual/developmental disabilities: cultural diversity, crisis prevention and planning, documentation requirements, human rights and incident reporting, innovation service definitions, interpreting the Support Intensity Scale results, individual supports plan and outcome development, person-centered thinking, and CQL Personal Outcomes Measure. A total of 654 individuals from across the state participated in these training events.
- Developed a process for using the Support Intensity Scale to conduct assessments of individuals and families who have received or are receiving supports for intellectual/developmental disabilities. In part, this process includes an orientation to the Support Intensity Scale, which enables individuals and families to learn about the assessment and to prepare for their participation in the interview. The Support Intensity Scale directly measures the type of support received, frequency of support, and intensity of supports required by an individual to participate in 57 distinct aspects of life in their communities. This Support Intensity Scale also considers the needs related to 23 major behavioral and medical supports. The Scale provides a straightforward basis for making decisions about personal goals, levels of care, and resource allocation. To date, the Developmental Disabilities Training Institute has completed assessments for 450 individuals in 2015, and over the past 3 years, the Institute has completed assessments for more than 1,700 individuals with intellectual or developmental disabilities.
The purpose of the Family and Children’s Resource Program is to strengthen the capacity of North Carolina’s child welfare system (a) by offering technical assistance for children’s services agencies, and (b) by publishing educational materials for foster parents, child welfare workers, and child welfare administrators in North Carolina.

The Family and Children’s Resource Program designs and provides evidence- and competency-based training for the North Carolina child welfare system. The Program staff delivers training in a variety of ways, including online courses, in-person events, and webinars. In addition, the Program staff also tracks participation in the child welfare trainings for the North Carolina Division of Social Services. Moreover, the Family and Children’s Resource Program has a long history of supporting reform efforts to improve the child welfare system in North Carolina.

- Produced three child welfare publications: *Children’s Services Practice Notes*, *Training Matters*, and *Fostering Perspectives*. Two of the publications, *Children’s Services Practice Notes* and *Training Matters*, are distributed in all 100 North Carolina counties, reaching approximately 3,500 child welfare workers. *Fostering Perspectives* is distributed to 9,800 readers, including child welfare professionals and 6,500 licensed foster parents.
- Conducted trainings for 4,373 professional child welfare workers and 2,925 prospective foster parents. Participants completed 22 courses (11 Web-based and 11 classroom-based). Participant satisfaction surveys indicated:
  - an overall satisfaction rating of 96%;
  - 96% of participants would recommend the course to a colleague;
  - 97% reported the skills they learned in the training will improve their practice; and
  - 95% believed they were more capable of performing their jobs because of the training they received.
- Maintained the Training Information Management System, which includes the online learning portal of the North Carolina Division of Social Service for child welfare workers (ncswLearn.org). This year, 632 new users created accounts on ncswLearn.org, bringing the number of user accounts to 11,549.
- Provided 1,316 registrants with three webinars. The goal of each webinar was to provide participants with knowledge and skills that could be used immediately in their daily work. Nearly 95% of the participants reported the webinars substantially increased their understanding of the topic, and 99% reported they intended to use the skills learned in webinar in their jobs. Webinars addressed the following topics:
  - Effective practices for child welfare documentation for county social services agencies,
  - What agencies need to know about Round 3 of the federal Child and Family Services Review, and
  - Secondary traumatic stress and staff performance and retention.
The Family Support Program works with families, communities, service providers, and policy makers to promote and provide support for families raising a child or children with special needs. The Family Support Program provides funding and technical assistance to a statewide Family Support Network of North Carolina of 11 independent local affiliates that provide access to services, offer evidence-based programs for families, and support integrative care for children with special needs.

Parent-to-Parent is a core service of the Family Support Network. This program trains “support parents” who offer one-to-one emotional support and information assistance to parents whose children have special needs. In 2005, parent-to-parent support was identified as a promising practice by the North Carolina Institute of Medicine. Each year, the Family Support Network aids in establishing more than 250 parent-to-parent matches across the state.

**Family Support Network Successes 2014–2015**

In 2014-2015, staff in 11 program affiliates offered the following individualized, family-centered services:

- Helped 4,489 families find and connect with formal services and informal supports.
- Facilitated 255 Parent-to-Parent peer-support connections. The Parent-to-Parent program matches parents raising a child who has special needs with a trained Support Parent who has lived experience related to raising a child with a particular diagnosis or condition as well as the overall challenges of parenting a child with special needs.
- Provided 67 workshops on various topics to 1,696 participants; workshop topics included education, child development, and health. Participant evaluation reported high satisfaction with the workshops and most indicated they learned new information (95% agree or strongly agree), felt more confident caring for their child (94%), and would recommend the training (98%). All participants indicated they would use the information with their children (100%).
- Organized and conducted 30 Family Support Groups, which were attended 4,446 times by family members of children with special needs. The family support groups provide an opportunity for family members to establish relationships with others who have similar experiences. Parents said that the groups provided contact with people they could turn to for support (92%); comfort from people who had shared, similar experiences (92%); helped them learn about resources in their community (95%); and taught skills that enabled them to become more confident about caring for their child with special needs (94%).
- Provided outreach and services through hospital Neonatal Intensive Care Units to families with infants born prematurely with special developmental or medical needs, and parents who experienced the death of an infant.
- Organized the Focus on Family and Disability Seminar Series at the UNC School of Social Work. This lecture series brings experts to campus to present on topics relevant to policy makers, service providers, families, students, and faculty members. In 2014-2015, an average of 25 participants attended each of the five 2-hour seminars.
- Provided information and referral for families and services providers across North Carolina through the statewide Access Family Support Information and Referral Service; this referral service can be accessed through a toll-free phone number (800.852.0042) or online (fsp.unc.edu/support).
Adverse and traumatic experiences in childhood are widely known to affect life course outcomes. In an effort to improve developmental outcomes for children who come into contact with the child welfare system, the North Carolina Division of Social Services funded Project Broadcast. The Project is designed to help county departments of social services develop programs to help children recover from the trauma of child maltreatment.

Project Broadcast is a joint effort of the Division of Social Services, the Center for Child and Family Health at Duke University, and the Jordan Institute for Families at the UNC School of Social Work. As part of the project, staffs in county departments of social services are being trained to screen and refer children for exposure to trauma. At the same time, researchers from Center for Child and Family Health are training local behavioral health providers on evidenced-supported interventions for trauma.

Project Broadcast staff members are leading the project evaluation efforts by examining the impact of Project Broadcast on outcomes of children involved in the child welfare system. Specifically, the project staff members from the Jordan Institute are estimating the effect of the program on providers’ prescribing patterns for psychotropic medications and referrals for high-cost therapies such as psychiatric residential treatment. In addition, the Project Broadcast evaluation uses a quasi-experimental design, which will enable the Jordan Institute staff to examine whether Project Broadcast affects length of time children who have experienced trauma remain in foster care, the number of placements these children experience while in care, and the likelihood of their re-entry to foster care.

**Project Broadcast Successes**

- Across nine demonstration and two expansion counties, tracked outcomes for 6,800 child welfare-involved children assessed for trauma through Project Broadcast.
- Prepared reports for the North Carolina Division of Medical Assistance on the use of psychiatric residential treatment facilities for children; one report is being used to apply for a Medicaid waiver to provide alternative home-based treatment to children who have experienced trauma.
- Produced reports on the use of psychotropic medications prescribed for children. Findings include: 4,701 children entered foster care for the first time in SFY 2008-2009. Of those, 405 (8.6%) were prescribed a psychotropic medication in their first month in care. 1,020 of those children entering care for the first time were age 13 or older, and among that adolescent group, 171 (16.76%) were prescribed psychotropic medication in their first month in care. 19 months later, 439 children were still in care, and 162 of them (36.9%) had prescriptions for psychotropic medication.
Project NO REST is addressing the growing problem of human trafficking in North Carolina, specifically, the trafficking of children, youth, and young adults. Funded by the U.S. Children's Bureau, the goals of the project are to increase awareness of human trafficking and to reduce the number of children, youth, and young adults who are trafficked. Through public engagement and collaboration, the overall mission of Project NO REST is to improve outcomes for children, youth, and young adults who are victims of trafficking networks.

During the first year, Project NO REST staff organized a group of 80 stakeholders to develop a comprehensive plan to address trafficking in North Carolina. The stakeholder group included representatives from state and local agencies, law enforcement, the courts, nonprofits, philanthropic organizations, faith-based organizations, and other community organizations and businesses. The comprehensive plan developed through this collaboration addresses trafficking prevention, youth engagement and outreach, screening and assessment of trafficking survivors, services and practices, data and evaluation, and funding.

In addition to implementing the comprehensive plan in multiple sites across North Carolina, the Project NO REST team is working with Capitol Broadcasting of Raleigh, which operates TV and radio stations, to implement an anti-trafficking public awareness campaign. The staff of Project NO REST is also working with the State Bureau of Investigation and the Human Trafficking Commission to implement an information, referral, and trafficking tip line.

**Project NO REST Successes 2015**

- Convened a group of 80 stakeholders representing all areas of the State to help develop a statewide anti-trafficking plan.
- Developed a comprehensive, coordinated anti-trafficking plan to guide statewide efforts in addressing trafficking of children, youth, and young adults in North Carolina. More than 120 community leaders and staff from agencies across the State participated in developing this plan.
- Initiated implementation of the comprehensive anti-trafficking plan in multiple sites in North Carolina.
- Collaborated with Capitol Broadcasting on plans for a public awareness campaign about human trafficking in North Carolina. This campaign will aim to increase awareness of signs of victimization, factors that place youth at risk for becoming victims of trafficking, neighborhood elements that contribute to or allow trafficking to occur, and the community resources available to combat trafficking and help trafficking survivors recover and reintegrate to their communities.
In 2014, nearly 55 million people worldwide were forced to leave their homes because of conflict, persecution, and violence. In the same year, the United States admitted 69,986 refugees, offering these displaced persons the opportunity to rebuild their lives and realize the American dream. However, the trauma of displacement and the stress of adjusting to life in America can take a toll in a variety of ways. Indeed, compared with the general population, refugees experience higher rates of mental illness, including depression, anxiety, and post-traumatic stress disorders.

Each year, North Carolina resettles almost 3,000 refugees. However, the resettlement process does not include mental health screenings even though many refugees have experienced substantial trauma. Moreover, refugees who need mental health services encounter barriers to accessing needed help such as the lack of interpreters and the shortage of mental health providers who are trained to work with the complex traumas and diverse cultures of refugees.

In response to this unmet need, the Refugee Mental Health and Wellness Initiative (hereafter, Refugee Wellness) was launched to improve the training and capacity of North Carolina service providers serving these vulnerable individuals and families. Refugee Wellness began by training master’s of social work (MSW) students in using an evidence-supported mental health screening protocol for refugees. Through the Refugee Wellness project, students collected data on the mental health needs of refugees and the types of mental health services refugees received. In 2015, Refugee Wellness began contracting with the Refugee Office of the State Division of Health and Human Services to directly provide mental health services to refugees throughout Wake, Durham, and Orange Counties.

**Refugee Wellness Successes**
- Provided academic-year internships to 10 MSW students. Through these internships, students receive training and experience in conducting mental health screenings, working with interpreters, and delivering culturally appropriate mental health services to refugees.
- Developed collaborative relationships with the four refugee resettlement agencies serving Wake, Durham, and Orange Counties.
- Provided trainings in using the Refugee Health Screener protocol to various groups working with refugees, including research assistants, volunteers, and staffs of resettlement agencies.
- Provided screenings, counseling (i.e., individual therapy, family counseling, or group therapy) and/or case management to more than 200 refugees.
- Trained 200 professionals from mental health, primary care, and refugee organizations on the mental health needs of refugees.

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The Middle Space offers innovative leadership, instructional design, and learning services to public, private, and non-profit organizations. The Middle Space uses a leadership model that builds the capacity of organizations to create social, financial, and environmental benefits for the populations they serve.

The Middle Space’s mission is to find solutions to complex societal and business challenges by engaging individuals, families, organizations, and communities. The program uses an integrative approach to translate research, learning practices, and values into practical design and service products. These products are delivered by engaging and convening people, framing conversations, and ultimately integrating diverse perspectives and ideas.

**The Middle Space Successes**

- Provided training and consultation to the following agencies/organizations and audiences:
  - Mecklenburg County Department of Social Services (DSS)—consultation with 60 stakeholders on strategies for community engagement;
  - Catawba County DSS—training on trauma-informed child behavior management delivered to 25 resource parents and child welfare workers;
  - South Mountain Children and Family Services—training on trauma-informed child behavior management delivered to 6 agency trainers working with private child care agencies;
  - Durham County DSS—training and coaching for child welfare managers delivered to 75 supervisors and program managers
  - Western Wisconsin Partnership—training titled “Client Violence—Keeping Yourself and Others Safe” delivered to 40 child welfare workers
  - North Carolina Pediatric Society—presentation on the Fostering Health, which is a statewide initiative focused on improving health outcomes for children and youth in foster care; and
  - Duke Endowment—training on a public–private toolkit for child welfare providers, delivered to 120 public and private providers in three pilot counties.

- In collaboration with Alliance Behavioral Health, developed a training program for behavioral health group homes in Wake County. The training focused on (a) promoting collaborative team processes including the management of power dynamics between clients and providers, and (b) enhancing understanding of mental illness and psycho-pharmacology.

- Hosted an online learning platform for the North Carolina Division of Aging and Adult Services. The Division offered online self-paced curricula through the Middle Space’s learning systems, which was managed by the CARES program. Curricula include Options Counseling, Working with People with Serious Mental Illness, Assessing Finances for Long-Term Services and Supports, and Affordable and Accessible Housing. From 2014 through October 2015, this program served 819 people who completed 1,158 courses and 4,302 learning modules.
The term *wicked problem* was coined in the policy sciences to refer to social problems that defy ordinary solutions. Child welfare—once considered a tame problem readily solvable by placing maltreated children in foster homes—has grown increasingly wicked over the decades as research has accumulated regarding the lasting adverse consequences of child maltreatment, the healing effects of stable family relationships, and the financial and ethical necessity of grounding child welfare policy and practice in solid evidence of what works.

To build on this knowledge, the Jordan Institute for Families in collaboration with Children’s Home Society of America convened five national meetings. These Wicked Problems Institutes assembled experts, service providers, and government officials to review research, discuss potential solutions, and—ultimately—to identify eight grand challenges in child welfare. These include:

1. Preventing and reversing the effects of child maltreatment on brain development;
2. Harnessing the natural motivations of parents and kinship caregivers;
3. Synthesizing research evidence on the effects of out-of-home care;
4. Sustaining family continuity and legal permanence;
5. Strengthening the voice of youth in the child welfare system;
6. Linking well-being measures to administrative data on child safety and family permanence;
7. Attracting private investments and using performance contracts to improve child and family services; and
8. Preparing the workforce for child welfare’s future wicked problems and grand challenges.

**Accomplishments in Addressing the Wicked Problems of Child Welfare**

- Catalyzed three externally funded research projects totaling $4.5 million:
  - Project 1: Evaluation of two infant-parent therapeutic interventions to expedite family reunification; co-sponsored by the federal government and the Illinois Department of Children and Family Services
  - Project 2: Partnership with the National Quality Improvement Center for Adoption and Guardianship Support and Preservation to meet the needs of children who are awaiting adoption and legal guardianship or are already in permanent homes.
  - Project 3: Collaboration with the Research Triangle Institute on the third National Survey of Child and Adolescent Wellbeing, which is the only nationally representative, longitudinal study of children in the child welfare system.
- Assisted with drafting national legislation co-sponsored by U.S. Representatives Todd Young and John Delaney to promote private investments, performance contracting, and social impact partnerships to improve the behavioral and physical health of at-risk children and their families. This legislation will empower states, nonprofits, and the private sector to scale up evidence-based interventions to address some of our nation's seemingly intractable and most pressing social challenges.
The Jordan Institute for Families was established in 1996 with a $1 million endowment from Michael Jordan and his family. Since 1996, projects affiliated with the Institute have secured more than $117 million in extramural funding. Summarized below, these projects focus on public engagement and service to the State of North Carolina.

Note: Chart focuses only on public service programs affiliated with the Jordan Institute and does not include research projects at the School of Social Work.
CONCLUSION

Since its founding some 20 years ago, the Jordan Institute for Families has had remarkable success. The Institute is well-known throughout the State of North Carolina, with projects touching every county, every year. Programs affiliated with the Jordan Institute train professionals working across the State in the areas of child welfare, intellectual and developmental disabilities, behavioral and mental health, and substance abuse.

Moreover, the Jordan Institute for Families has taken a lead role in implementing special collaborative initiatives to address emerging public policy issues in North Carolina and the nation. These initiatives include efforts to better understand and strengthen services related to immigration, child trafficking, and the psychiatric care of children. On a national level, a public–private collaborative initiative in child welfare also addresses continuing, seemingly intractable “wicked problems” in serving children and families.

Clearly having a state and national impact, these programs and initiatives have developed over the course of two decades and are now being sustained at a level far beyond the modest capacity of the Institute's own endowment. Through careful stewardship, the $1 million endowment established by the Jordan family has doubled. However, while the original endowment now produces nearly $100,000 every year, this income in and of itself is just not enough to sustain the organizational infrastructure required by the scope and magnitude of current projects housed inside the Institute. The Institute has quite simply outgrown its original endowment. To sustain and further grow the Institute, we must grow and maintain an endowment and infrastructure that mirrors the strength of the Institute's programs, and can support the future planning, implementation, research and evaluation required by these projects working to improve the lives and well-being of North Carolina's vulnerable families and children. Given its bare bones structure, the Jordan Institute has been remarkably successful in serving the University's mission of public engagement as well as the School of Social Work's mission, which is—at its very core—to serve the families and children of the State.

Our vision for the future is to do more and to have greater impact. To achieve this vision, the Jordan Institute's organizational infrastructure must be strengthened, which includes hiring a director and creating units dedicated to program development, public information, and program evaluation. Developing a stronger infrastructure will require significantly expanding core and recurring fiscal resources, including endowment funds.

The mission of the Jordan Institute for Families is to serve social and health programs throughout North Carolina, the nation, and around the world. Based on its current projects, the Institute is unquestionably successful in applying interdisciplinary knowledge to the design and operation of programs aimed at strengthening families. With a solid financial foundation, the Jordan Institute for Families will be able to develop core infrastructure that will bring faculty and students together from across the UNC campus to focus on developing innovative, effective, and efficient methods, programs, and practices to strengthen vulnerable families in North Carolina. By translating and disseminating research knowledge through an enhanced and fully funded organizational platform, the Jordan Institute's reach and impact will become an even greater influence in North Carolina's service delivery system and further a source of significant global influence.