



***DEPARTMENT OF HOMELAND SECURITY
SCIENCE AND TECHNOLOGY DIRECTORATE***

Text-Enabled Gatekeeper Intervention Help Line Referral System

Assessment of Incremental Stages of Inquirers

Georgia State University

December 31, 2021

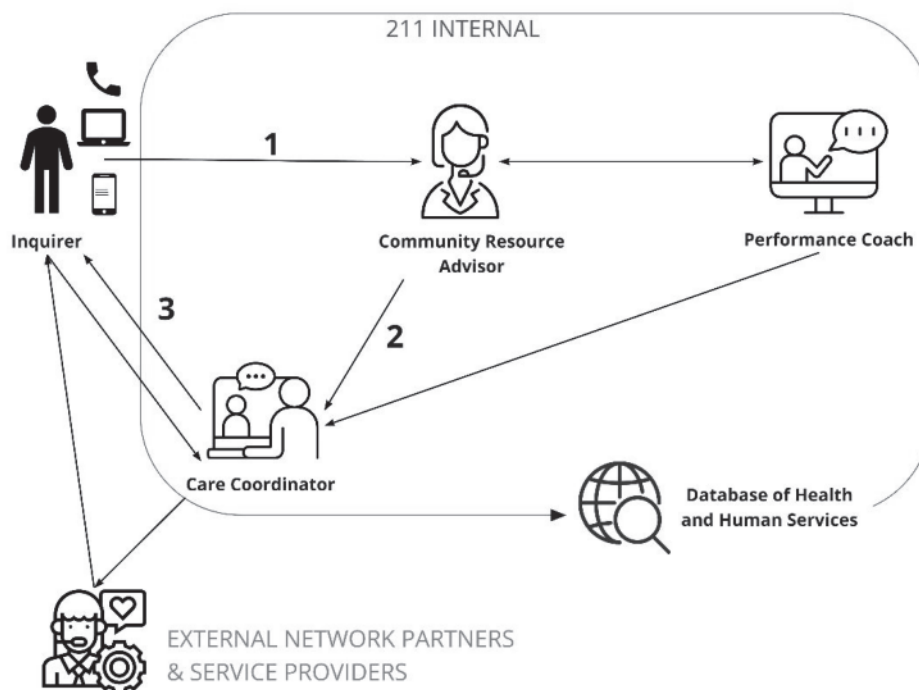
Purpose

The Contractor shall include measures to assess texters'/callers' incremental stages toward following up with service providers. Measures include (a) callers' agreement to have their call transferred (by call center- operators) directly to a service provider; (b) texters'/callers' willingness to follow-up with service providers, as indicated by their responses to a post-call automated surveys and follow-up phone surveys and provide an updated status to the DHS COR.

Workflows

211 LA has precise workflows, which are reflected in their protocols. While the new protocols for the violent extremism prevention program are not yet available, 211 LA staff have assured the GSU team that the new protocols will be similar to the current anti-hate protocols. While inquirers to the prevention program's hotline may be predominantly on behalf of someone else radicalizing or mobilizing—i.e., an advocate or witness rather than the individual themselves (see the TERR for a breakdown of anti-hate callers by advocates, witnesses, and victims)—the 211 LA workflow will be the same (see Figure 1 below). The steps are as follows: 1) the inquirer reaches out via phone, text, or file an online report; 2) the CRA talks to the inquirer and creates a report (or looks at online reports to create a report.), which is discussed by the team of Care Coordinators and assigned to one; 3) the Care Coordinator reaches out to the inquirer and refers them to relevant providers.

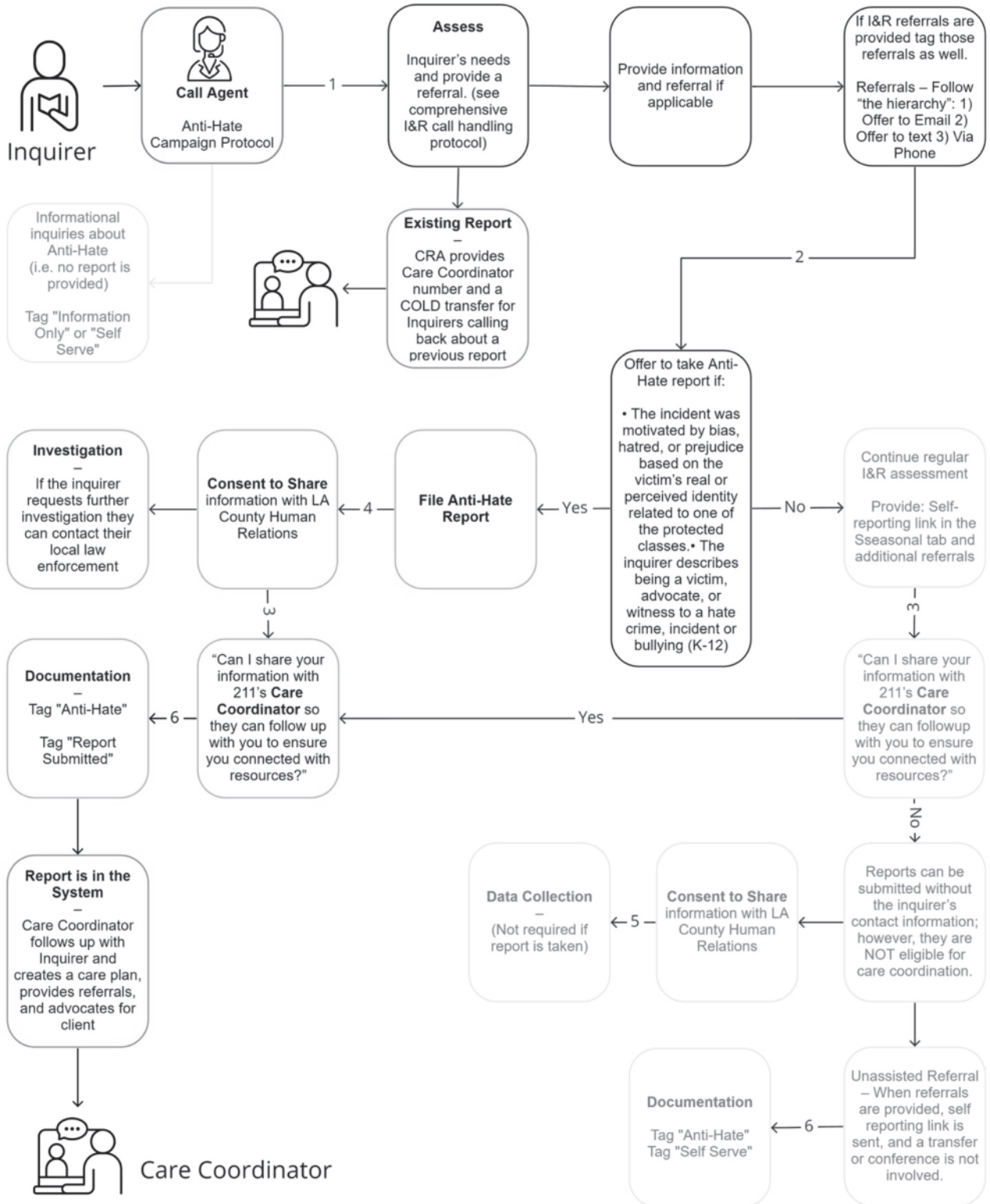
Figure 1. 211 LA Process from Inquirer to Provider



Note. As shown, the first I&R happens inside the organization, then external service providers are added.

The following workflow (next page) provides detail on the current protocols used by 211 LA for their anti-hate program. According to 211 LA, the new protocols for the prevention program will function in an almost identical manner.

Figure 2. 211 LA Process for CRAs using the Anti-Hate Protocol



The next sections will discuss tracking progress and how 211 LA follows up with service providers.

Tracking Client Progression

While 211 LA creates reports for inquiries in 211LinQ, the Care Coordinators use CareLinQ once an inquirer has agreed to care coordination and therefore is now a client. In CareLinQ, Care Coordinators track all referrals and the client's progress with them via an open response note system. Current network partners for the anti-hate program can also add and access notes to a client's file in CareLinQ per their Business Associate Agreement (BAA) with 211 LA; for all other referral providers, 211 LA staff (i.e., Care Coordinators) must enter and track all client information themselves. 211 LA staff and network providers do not formally track any "incremental stages". Indeed, they do not track clients' progress in any systematic way (e.g., coding clients' conditions, progress stage categories, etc.). 211 LA did not share CareLinQ case notes with the GSU team, and therefore we cannot analyze the exact wording used by individual Care Coordinators. The 211 LA team expressed that this system has worked so far for tracking progress with Clients.

Follow up with Service Providers

Care Coordinators follow up with service providers via email, phone calls, and case conferences. For the anti-hate program, a contractor also follows up with individual service providers, when said service providers are subcontracting with the county. 211 LA currently only has one Care Coordinator designated for the new prevention program. In addition to 211 LA's standard taxonomy of providers, two new providers are currently being added specifically for the new prevention hotline—*Life After Hate* and *Parents for Peace*. The Care Coordinator assigned to the new program will follow up with those two organizations directly.

211 LA meets with network partners on a weekly basis for case conference meetings. These meetings include the program manager, Performance Coaches, and network partners. During the case conference, attendees discuss cases, provide feedback, discussing which agencies are working out as service providers, which are not responding, or how appropriate follow-up might be approached. Sometimes a case is part of a larger problem and clients need additional help. The attendees will share their knowledge to provide the best care to 211 LA's clients. Outside of Care Coordinator (or contractor) follow-up and case conferences, no other form of measuring incremental stages or service provider's quality currently exists. However, Care Coordinators follow up with clients directly to inquire about referral progress and fit.

Follow up with Clients

An assigned Care Coordinator will follow up with a client after the client has received referrals and services. The Care Coordinator will determine whether the client might need additional services, and to receive feedback on the care coordination plan and/or service providers. There is no formal system for assessing "client satisfaction" or any other kind of exit or progress survey.

Development of a Survey

211 LA staff have expressed interest in developing more systematic assessments of clients' experiences with, and progression through, care provision. This might include "client satisfaction" or other exit surveys. However, they stated that this would almost certainly require access to additional resources, including hiring of additional Care Coordinators and therein budgeting more time for Care Coordinators per case, as well as the time for 211 LA staff to develop, analyze, and report on such process and outcome assessments. In order to maximize efficiency and accuracy, 211 LA is also open to continuing to expand the number of referral providers in their partner network so that, per a BAA, staff between organizations

can share notes in CareLinQ, which could then contribute to or include the aforementioned assessments. 211 LA is also open to the idea of regularly surveying referral providers as well regarding their service provision; however, such initiatives would require additional resources to support the sustained development, distribution, and assessment of such a survey.

Current Next Steps

Both *Parents for Peace* and *Life After Hate* are being added to the provider taxonomy and CareLinQ after December 15th, 2021. 211 LA is finalizing its webpage for the violent extremism prevention program and intake form. They are also adding this category and program into their system so CRAs can process these cases specifically. They will train their CRAs in how to use the new intake form and protocols. They continue to receive training regarding these types of cases.

Collaboration

211 LA will continue to collaborate with Georgia State University (GSU) for expert advice and guidance and will add a program evaluation component to the program led by GSU.

To expand program availability statewide, 211 LA will collaborate with 211 centers in California to provide training, technical support and guidance including identifying possible resources and/or referral partners, providing funding for 211 centers to enable participation and program adoption. 211 LA will continue the ongoing collaboration with partner agencies Life After Hate and Parents for Peace in addition to local community organizations who will serve as both referral agencies and possible generic service providers. 211 LA will undertake a collaboration with the Joint Regional Intelligence Center (JRIC) to expand community awareness of the program and offer the JRIC and Department of Public Health's longer training courses to program partners.

Overview

211 LA, with continued support from Georgia State University (GSU), will lead the expansion of a 2-1-1 community-based, collaborative hate prevention program that will continue to build upon existing 2-1-1 capabilities, community connections, and resource networks.

1. **Program Creation and Expansion:** The GSU team will collaborate with 211LA on content creation (e.g., marketing, website, and training materials) and provide subject matter expertise on extremism and its prevention to 211LA—specifically for the creation of a text-based helpline, and expansion of the program overall. GSU will additionally serve in a 'reach back' capacity for 211 LA throughout this contractual collaboration as specific issues emerge during the program expansion.
2. **Evaluation:** GSU will design and conduct a formative evaluation of the text-based helpline and a process evaluation of the program's expansion overall. Specifically, GSU will help 211LA identify measurable steps and outcomes, create customer satisfaction and partner survey(s), run focus groups with 211 LA, and analyze results.

1. Program Creation and Expansion

1.1 Helpline

The program will provide resource referral guidance and care coordination services to connect program participants with needed resources and track outcomes.

211 LA task	Content	GSU team's role
211 LA will expand the current program call handling protocol to incorporate a text enabled option and texting protocol to allow for another	Text-enabled inquiries	GSU will provide 211 LA with an overview of current knowledge on text-based helplines; in doing so, GSU will identify the strengths, practical applications, and obstacles

easy to request support or service connection.		associated with live chat and texting helplines. GSU will identify promising practices for text-based service provision and will provide recommendations to 211LA as they expand their current program and protocol.
211 LA will also provide guidance and technical assistance to 211 centers throughout California to respond to phone and text inquiries.	Technical assistance with I&R	N/A
211 LA will provide assessment and referrals into the program for individual support and guidance from 211 LA's Care Coordinators.	Assessment & referrals	See evaluation's subsection "Referrals" below.
211 LA will continue to maintain a public webpage (which includes online intake form).	Webpage & intake form	GSU will provide critical review and guidance in development of content and of intake forms.
211 LA will continue to maintain a public webpage (which includes online intake form) and continue the internal collaborative referral system and data sharing tool to track program participants and securely share referrals with applicable program partners. 211 LA and program partners will be able to securely send, receive, and track client information and referrals through our case management software system.	Case management system	N/A

1.2 Care Coordination

211 LA will continue providing the Care Coordination service, expanding capacity to provide service for referrals generated from the other 211 centers. The Care Coordinator role will serve program participants Monday through Friday, providing in depth assessment, referrals, service navigation, and advocacy as needed.	Care Coordination	GSU will check in with the relevant Care Coordinators on a monthly basis (e.g., via meeting, emails, or a short survey) to inquire about progress, issues faced, potential development of service providers, etc.
--	--------------------------	---

1.3 Outreach and Awareness

The Care Coordinators will continue to participate in community town halls, discussions, and educational and outreach opportunities to gather information about community and family needs assessment, resource guide development and educate community members and service providers about the program.	Outreach, Awareness, Community Needs	GSU will collaborate with 211 LA in identifying opportunities for outreach and awareness and will lend subject matter expertise in the development of any and all awareness briefings around extremism-related issues.
To be proposed by GSU to 211 LA: “Create marketing materials and help other 211s in determining best places to advertise helpline program to attract more inquiries and clients.”	Marketing	GSU will help identify virtual and other venues for spreading information on the expansion of the helpline program and provide feedback for 211 LA’s marketing content.

1.4 Training

211 LA will provide training curriculum and materials (hate prevention overview, 211 LA program), network development best practices	Training & Best Practices	GSU will provide feedback and content input on hate- and extremism-related training curricula and materials. GSU will participate in virtual and non-virtual training and educational activities when appropriate.
--	--------------------------------------	--

and protocols, and other guidance needed for 211s in California to replicate the program, which may include training videos.		
211 LA will provide guidance regarding program development and promoting referrals for Care Coordination. 211 LA will provide training for 211 centers on the program's tools and techniques including bringing in external expertise as needed.	211 Expansion	N/A
To be proposed by GSU to 211 LA: "211 LA will continue to receive training and become thereby even better equipped to train other 211s and organizations."	Train the Trainer	GSU will create training materials to be used with service providers, community members, and law enforcement—in tandem with the 211 LA team—reflecting the most current definitions, examples, tips on how to spot radicalization to violent extremism, helping an individual that's radicalizing or mobilizing, and guides for parents, teachers, and other potential clients.

2. Evaluation

211 LA will continue to collaborate with Georgia State University (GSU) for expert advice and guidance and will add a program evaluation component to the program led by GSU.

To facilitate program evaluation, GSU will engage with 211LA, providing them with detailed input and guidance on the kinds of data that would facilitate such evaluation. This will inform the development of surveys in such a way as to help gather credible evidence.

211 LA task	Content	GSU team's role
To be proposed by GSU to 211 LA: "Implement texter satisfaction surveys for inquirers that contact 211 LA via text or phone."	Text-based Helpline Survey	GSU will develop a client satisfaction survey with 211 LA's input to assess inquirers satisfaction about texting with a CRA. Upon receipt of results, GSU will conduct analyses and provide interpretation and recommendations.

To be proposed by GSU to 211 LA: “211 LA will help develop and implement client satisfaction surveys to clients at the end of their Care Coordination to assess clients’ satisfaction with service provision and referrals.”	Client Survey Regarding Care Coordination & Referrals	GSU will create client exit satisfaction surveys with 211 LA’s input. This survey is for clients who consent to both referrals and Care Coordinator follow up. This will be to assess the client’s referral use and perceived effectiveness.
To be proposed by GSU to 211 LA: “211 LA will help develop and implement participant surveys for 211 LA staff and participants from external organizations receiving training from 211 LA.”	Training Survey	GSU will create an exit survey to assess how 211 LA’s training is received by internal and external participants (e.g. 211 LA staff as well as community organizations and other 211s). GSU will analyze the findings and provide suggestions to 211 LA.
To be proposed by GSU to 211 LA: “211 LA will connect GSU other 211s that are implementing the program and prepare them to participate in focus groups and/or fill out surveys.”	211 Expansion –use guidelines, care coordination referrals, and protocols	GSU will design and pilot a framework for evaluating the expansion of 211LA’s programs and protocols. Other 211s will be asked via surveys (e.g. about their progress, barriers, perceived benefits of the program, care coordination with 211 LA, technical assistance by 211 LA).
	Care Coordination	GSU will run focus groups with Care Coordinators and Performance Coaches halfway into the project to identify potential areas of strength and improvement.
	Analysis	GSU will perform analyses of survey and focus group results and provide interpretation and possible recommendations.
	Program Fidelity	GSU will write a final report on the pilot program expansion, text-based program, and pilot customer satisfaction surveys.
To be proposed by GSU to 211 LA:	Repeated Measurability & Program Fidelity	For repeated measures (client customer satisfaction and Care Coordinator monthly survey), especially those pertaining to program fidelity (e.g., Care Coordinator’s

“211 LA will add a non-personally identifiable evaluation ID number to clients and Care Coordinators. They will in no way be connected to names, phone numbers, emails, IP addresses, or any other personally identifiable information.”		referrals for clients), GSU will ask 211 LA to assign non-personally identifiable evaluation ID numbers to Care Coordinators and clients. They will in no way be connected to names, phone numbers, emails, IP addresses, or any other personally identifiable information. With these ID numbers, GSU will be able to better measure changes in program development and care provision.
---	--	---

Timeline

2 years.

ROM

Direct costs for GSU approximately \$300,000, plus 56% overhead