

# Family Voices Network



**Mission:** Family Voices Network will provide individualized, integrated, comprehensive, culturally competent and cost-effective community based services that support and promote self-sufficiency of children and families experiencing serious emotional and/or behavioral challenges.

**Vision:** Erie County will have a family-driven, strength based integrated system of care that responds with appropriate coordinated services and effective partnering to support self-sufficiency. Services will be timely, flexible, individualized and reduce the need for out-of-home placement as well as shortening the length of stay when there is the need for placement.

## Context

## Goals

## Strategies

## Outcomes

Family, Youth & Child Involvement at Each Level of SOC

**Population of Concern**

- ✓ Children 5-17 and Youth 18-21 in transition, with serious emotional or behavioral challenges:
  - At Imminent Risk for Out of Home, School or Community Placement,
- ✓ And with severe functional impairments, with one or more of the following:
  - Hx of multiple Institutional stays; complex multi-service system involvement; & unsuccessful Tx. -OR- Current RTC/RTF resident with extended LOS

**System Issues/Strengths**

- ✓ Categorical funding; staff attrition; waiting lists; access barriers; racial & ethnic service disparities; knowledge deficit
- ✓ Committed system leaders that effect reform

**Community Issues/Strengths**

- ✓ Rigid mandates; service system role confusion
- ✓ Centralized Intake; committed community stakeholders that embrace system reform

✓ Achieve Cross-system Cultural Change

✓ Achieve Fiscal Stability

**Governance, Management & Coordination**

- ✓ Executive Committee
- ✓ Management Team

✓ Enhance Existing Infrastructure of Care Coordination & Individualized Services

**System Strategies**

**Infrastructure**

- ✓ Work with Families CAN to develop youth & family involvement
- ✓ Provide training in SOC principles, to become culturally relevant

**Service Delivery**

- ✓ Embrace Wraparound philosophy principles & values into daily practice
- ✓ Develop Integrated Point of Access
- ✓ Identify gaps, barriers & capacity service issues

**Family, Youth & Child Team Process**

- ✓ Intake Committee
- ✓ Cultural Competency Team
- ✓ Social Marketing Team

**Community Strategies**

- ✓ Advocate for local & statewide funding & organizational support
- ✓ Promote cultural competency plan and system reform thru the development of community relationships
- ✓ Use social marketing/education to inform community & stakeholders
- ✓ Work with community groups to increase knowledge & involvement of family, youth and children

**System Level**

**Infrastructure**

- ✓ System-wide sustainability
- ✓ System fiscal reform at local, state, & federal levels
- ✓ Fully developed local SOC infrastructure
- ✓ Increased community SOC knowledge, decreased stigma

**Service Delivery**

- ✓ Reduced length of stay and # of placements in out of home care
- ✓ Efficient use of resources
- ✓ Least restrictive/most appropriate placements

**Family, Youth & Child Level**

- ✓ Increased appropriate Care Coordination referrals
- ✓ Increased stability within the community
- ✓ Increased school attendance
- ✓ Increased natural & community supports

Evaluation, Reporting and Continuous Quality Improvement

**Family Voices Network**  
 Achieve Cross-system Cultural Change  
 Enhance Existing Infrastructure of Care Coordination & Individualized Services  
 Achieve Fiscal Stability  
 October 2004 – September 2010

**Roles**

**Activities**

**Short-Term Outcomes**

**Long-Term Outcomes**

(12-24 months)

(3-5 yrs)

**Executive Committee**

- ✓ Review & authorize Management Team decisions
- ✓ Pursue needed reform in State and Federal law, regulation, and policy
- ✓ Plan for sustainability
- ✓ Establish performance standards and accountability for the system of care
- ✓ Develop a Strategic Plan and Annual Implementation Plan

**Erie County Integrated Point of Access**

- ✓ Screens & assigns referred cases to Care Coordination
- ✓ Conducts Utilization, QA and agency performance reviews

**Management Team**

- ✓ Partner with Family and Youth
- ✓ Monitors system-wide service utilization, trends, outcomes & quality improvement
- ✓ Monitors bed/slot vacancies and utilization in mental health, residential and day treatment services
- ✓ Creates MOU's for service integration and enhanced access to care
- ✓ Evaluates achievement of system of care goals
- ✓ Identifies system gaps and barriers to integrated, comprehensive service delivery
- ✓ Develops system of care performance benchmarks
- ✓ Produces reports and recommendations for the Executive Committee regarding local, State and Federal laws, regulations, policies and resources
- ✓ Establishes Sub-Committees for vendor development, training, outcomes evaluation and cultural competence
- ✓ Oversees Social Marketing Strategic Plan
- ✓ Implements & supports a Youth Council

**System Level**

**Infrastructure**

- ✓ Provide leadership from multiple stakeholders to support System of Care
- ✓ Assure SOC Accountability, implement and monitor standards of practice
- ✓ Develop tracking of out-of-home placements/LOS
- ✓ Obtain County & State leadership support for sustainability
- ✓ Conduct Cultural Competency needs assessment, and strategic plan
- ✓ Achieve social marketing goals of sustained engagement and behavior change of formal and informal partners

**Service Delivery**

- ✓ Provide 'single entry' access to SOC
- ✓ Assign agency to coordinate care
- ✓ Coordinate & monitor individualized services
- ✓ Assure service quality (evaluate & improve application process, advocacy, education of families, Intake)
- ✓ Establish court referral system, mobile crisis system response, integrated care for co-occurring and transitional populations
- ✓ Provide skill sets that promote transition to self-sufficiency
- ✓ Vendor development addresses gaps & barriers, manage vendor contracts
- ✓ Provide DCW and Cultural Competency Training/ Technical Assistance

**Family, Youth & Child Level**

- ✓ Familiarize & orient families and community to SOC
- ✓ Participate in SOC transformation, policy & procedure development and community engagement
- ✓ Obtain stakeholder endorsement
- ✓ Provide on-going communication & feedback to SOC
- ✓ Participate in SOC planning for transitional services
- ✓ Partner with Youth Council initiatives

**System Level**

**Infrastructure**

- ✓ SOC framework established including state, county leaders, Youth Council & Families CAN
- ✓ Standards of practice developed
- ✓ Out-of-home placements/LOS benchmarked
- ✓ System-wide sustainability plan created
- ✓ Youth & care coordinators active in SOC transformation
- ✓ Cultural competence and system reform thru education and social marketing

**Service Delivery**

- ✓ Improved referral pathways incorporated for JJ, DSS and schools
- ✓ Benchmark Individualized services and fidelity to the wraparound model
- ✓ Vendor network developed to address gaps, barriers, and capacity obstacles
- ✓ Direct care worker training developed and ongoing
- ✓ Integrated cultural competence in service delivery to families, benchmarks obtained

**Family, Youth & Child Level**

- ✓ Family orientations in SOC are held regularly and family handbook developed
- ✓ Family, youth and child have active voice in SOC, including youth activities
- ✓ Child & Family Teams show diverse formal and informal community participation
- ✓ Benchmarks established for the comprehension, satisfaction, and goal attainment of Child & Family Teams

**System Level**

**Infrastructure**

- ✓ Local infrastructure for SOC fully developed (pre & post, community ownership increased)
- ✓ System-wide sustainability accomplished (transition to non-Federal funding from diverse arenas)
- ✓ Families CAN is self-supporting, includes diverse membership
- ✓ Youth group is diverse, self-sustaining and membership > 25
- ✓ Community meetings held in settings at least 2x year
- ✓ Knowledge of SOC, paradigm shift and decreased stigma accomplished throughout county ( )

**Service Delivery**

- ✓ Child and Family screenings & disposition occur within 10 days
- ✓ Referrals to SOC match characteristics of SOC population by race & ethnicity
- ✓ QI indicator supports are consistent with projected Fidelity measures

**Family, Youth & Child Level**

- ✓ Families enrolled in SOC will experience satisfaction and self-sufficiency
- ✓ Families enrolled in SOC will improve functional status based on CAFAS
- ✓ 65% of enrolled families will complete successfully - wraparound process.
- ✓ For enrolled families, school absences will be no more than 16 / calendar year across all consumers.

**Evaluation, Reporting and Continuous Quality Improvement**

**Roles:**

**Executive Committee:** engages in cross-systems collaboration  
Reviews & authorizes team decisions, Pursues state and federal reform,  
Sustainability Planning, Establishes performance standards, Monitors strategic plans

**Members:**

Commissioners of MH, DSS, JJ, Courts, Project Director, Families CAN Director, Youth Coordinator, CC Coordinator, State and local children's org. reps.

**Intake Committee:** single referral process provides Integrated Point of Access.  
Screens & assigns cases to Care Coordination, Conducts QA and agency performance reviews

**Members:**

Families, Clinical Director, family advocate, SS Clinical Specialist, State OMH rep. Probation and Forensic Psychology reps., Care Coordination Supervisors and family's community members.

**Management Team:** governance/ management body of the SOC.  
Monitors utilization, trends, outcomes & quality improvement for SOC, Creates MOU's for service integration, Evaluates SOC goals, Identifies gaps and barriers to service delivery, Develops SOC performance benchmarks, Produces reports and recommendations for Executive Committee, Establishes and monitors sub-committees for vendor development, training, outcomes evaluation and cultural competence, Oversight of Social Marketing Strategic Plan, Implements Youth Council.

**Cultural Competency Team**

**Social Marketing Team**

**Members:**

Project Director, Intake staff, Families CAN Director, many families within the SOC, reps. of MH, SS, Probation, regional and state reps., education reps., child serving agencies, social marketer, evaluation staff, and the Cultural Competency and Youth Coordinators.

# System Level Activities

## Infrastructure

**Executive Committee meets regularly with stakeholders to facilitate execution of strategic plan and establish performance standards**

- ✓ Provide leadership from multiple stakeholders to support System of Care
- ✓ Assure SOC Accountability, implement and monitor standards of practice
- ✓ Obtain County & State leadership support for sustainability
- ✓ Achieve system-wide cultural competency and social marketing engagement goals

**Management Team monitors and evaluates service utilization, outcomes and Quality Assurance and oversees sub-committee activities**

- ✓ Achieve social marketing goals of sustained engagement and behavior change of formal and informal partners
- ✓ Develop tracking tools to monitor service utilization
- ✓ Conduct Cultural Competency needs assessment and integrate recommendations into system-wide transformation
- ✓ Develop and ensure adherence to Logic Model strategic plan

# System Level Activities

## Service Delivery

**Erie County Integrated Point of Access Child Serving Team meets bi-weekly to evaluate eligibility of referred candidates and link to contracted care coordination agencies**

- ✓ Analyzes agency performance of coordinating the Family, Youth & Child process
- ✓ Provides multi-system single point of entry across the continuum of care
- ✓ Coordinate training of agency staff and partners

**Agency coordinators initiate, sustain and facilitate the Wraparound process, providing feedback to Management Team identifying challenges**

- ✓ Provide skill sets that promote transition to sustained self-sufficiency
- ✓ Utilize Family, Youth & Child process to attain individualized goals
- ✓ Offer on-going communication regarding successes, gaps and barriers

# Family, Youth, & Child Activities

## Family, Youth, & Child Level

Participate in SOC transformation, policy & procedure development and community engagement

- ✓ Recruit, orient, advocate and empower Families and community stakeholders

Families CAN organization provides regular Roundtable Discussions to inform, educate and empower all families; families provide feedback, recommendations, and manpower to help evaluate, sustain, and improve the SOC

- ✓ Participate in SOC planning to stabilize and transition enrolled
- ✓ Ensure active involvement in training, evaluation and sustainability strategies
- ✓ Families
- ✓ Partner with Youth Council initiatives

System and stakeholder representatives provide supports for Youth Council development

- ✓ Hire Youth Coordinator
- ✓ Provide training, direction, and assistance to implement Youth Council and on-going activities
- ✓ Provide opportunities for communication and feedback

**Short-Term Indicators** (12-24 months)

**System Level**

**Infrastructure**

- ✓ SOC framework established inc. state, county leaders, Youth Council & Families CAN
- Indicators: cross-systems governance structure in place with decision making ability, family and youth equal partners in decisions, Sustainability Plan developed
- ✓ Standards of practice developed
- Indicator: Wraparound principles adherence
- ✓ Out-of-home placements / Length of Stay benchmarked
- Indicator: Measure residential & community placements, LOS
- ✓ System-wide sustainability plan created
- Indicator: Sub-committee formed to develop relationships and future funding sources
- ✓ Youth & care coordinators active in SOC transformation
- Indicator: Youth Council is active in committee work, Care coordinators trained in principles of wraparound, fidelity measures are developed by Outcomes Committee
- ✓ Cultural competence and system reform thru education & Social Marketing
- Indicator: Social Marketing measurements TBD

**Service Delivery**

- ✓ Improved referral pathways incorporated for JJ, DSS and schools
- Indicator: Integrated Point of Access fully functioning with all stakeholders participating weekly
- ✓ Benchmark individualized services and fidelity to the wraparound model
- Indicator: Parent/Caregiver survey indicates parent approval of plan of care (4.8/5.0 scale)
- ✓ Vendor network developed to address gaps, barriers, and capacity obstacles
- Indicator: Care Cord Agencies utilizing services as measured by Care Manager
- ✓ Direct care worker training developed and ongoing
- Indicator: All DCW's trained, training offered quarterly
- ✓ Integrated cultural competence in service delivery to families, benchmarks obtained
- Indicator: Nat'l Evaluation Cultural Competency Survey indicates improvements

**Family, Youth & Child Level**

- ✓ Family orientations in SOC are held regularly and family handbook developed
- Indicator: orientations are held bi-weekly w/l a month of beginning services, handbook is printed
- ✓ Family, youth & child have active voice in SOC, including youth activities
- Indicator: family and youth sit on all committees of SOC, Families CAN & Youth Council participate in evaluation, planning, recommendations and reporting
- ✓ Child & Family Teams show diverse formal and informal community participation Indicator: Increased involvement of supports as measured by Contact Database
- ✓ Benchmarks established for the comprehension, satisfaction, and goal attainment of Child & Family Teams
- Indicator: Improvements in Parent/Caregiver Survey Q. #6 – average 4/5/5.0

**Long-Term Indicators** (3-5 yrs)

**System Level**

**Infrastructure**

- ✓ Local infrastructure for SOC fully developed
- Indicator: pre and post benchmarks of cross-system governance, collaborative relationships developed with community
- ✓ System-wide sustainability accomplished
- Indicators: 25% Residential funding is diverted to SOC, transition to non-Samhsa funding from diverse arenas
- ✓ Families CAN is self-supporting, includes diverse membership
- Indicator: Full 501-C3 status, with independent funding, membership matches closely to the SOC population served
- ✓ Youth council is diverse, self-sustaining
- Indicator: Youth membership matches SOC ethnic/racial population, greater than 25 members
- ✓ Community meetings held in diverse settings
- Indicator: meetings held at least 2x year in community to match SOC population
- ✓ Knowledge of SOC, paradigm shift and decreased stigma accomplished throughout county
- Indicator: Social Marketing measure TBD

**Service Delivery**

- ✓ Child and Family screenings & disposition are timely
- Indicator: assignments are made w/i 10 days
- ✓ Referrals to SOC match characteristics of SOC population by race & ethnicity
- Indicator: racial & ethnic characteristics match SOC population
- ✓ QI indicator supports are consistent with projected Fidelity measures
- Indicator: improvements in scores of fidelity measures of wraparound principles

**Family, Youth & Child Level**

- ✓ Families enrolled in SOC will experience satisfaction and self-sufficiency
- Indicator: 4.5/5 Parent/caregiver Evaluation & National Evaluation
- ✓ Families enrolled in SOC will improve functional status based on CAFAS
- Indicator: average 10 pt. at 6 mos., 20 pt. at 12 mos. improvement
- ✓ Enrolled families will successfully complete wraparound process
- Indicator: 65% will have objectives met (Care Manager)
- ✓ For enrolled families, school absences will improve
- Indicator: absences will be no more than 16 / calendar year across all youth

# Family Voices Network

