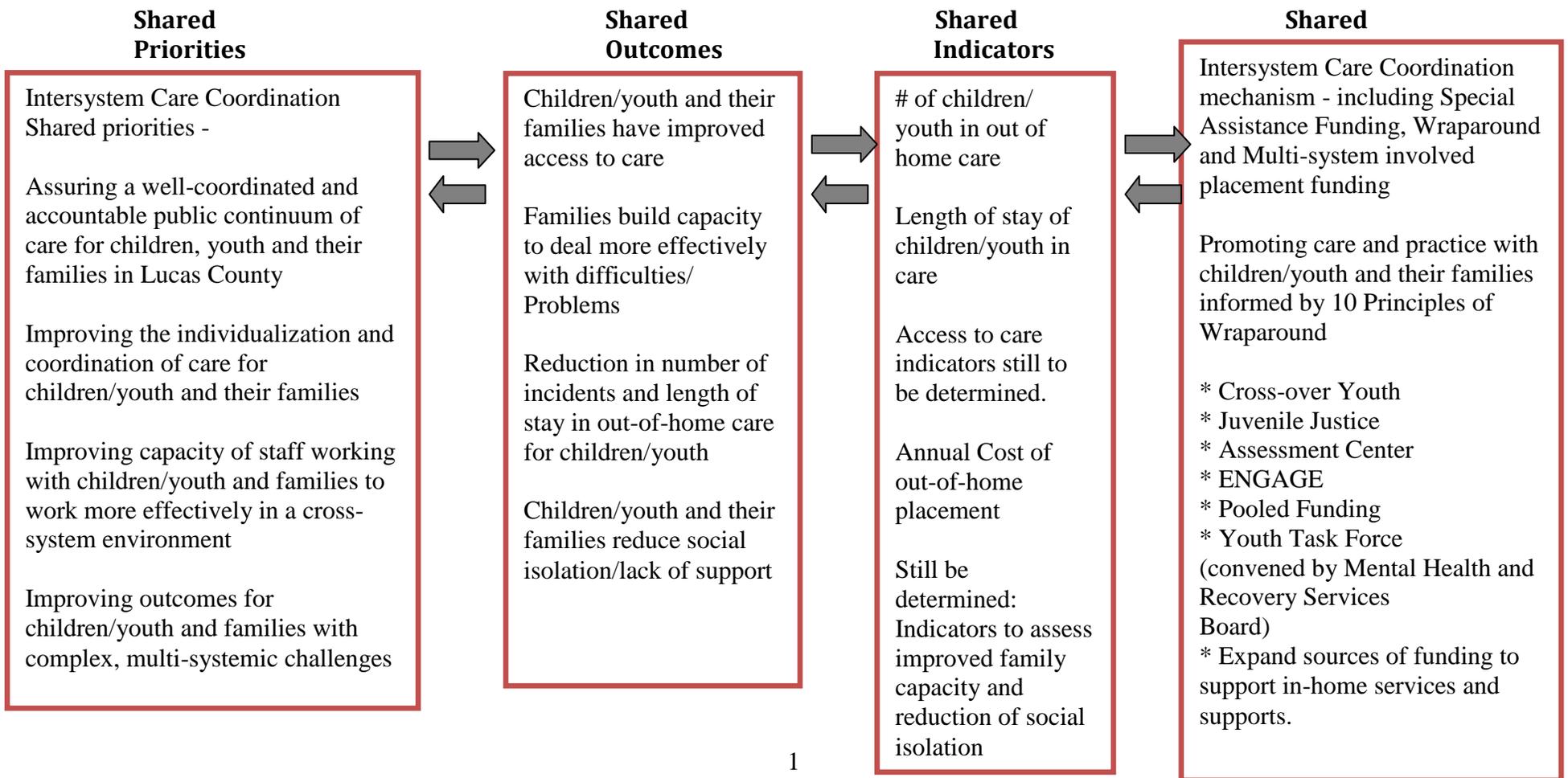


LUCAS County Family and Children First Council Shared Plan for SFYs 12-16

Shared Plan Update for SFY 16

Current FCFC Initiatives: Help Me Grow (operation of Central Coordination Site/ Administration of Part C Early Intervention [Service Coordination] Grant. Early Head Start. Intersystem Care Coordination (includes Special Assistance Funding to intersystem teams, Wraparound, and funding for intersystem involved placements). Strengthening Families Initiative (includes Parent Advocacy and Leadership Training, Parent Café's, and working with providers to integrate SF into existing programs). Bridges out of Poverty (building community capacity through training, improving coordination/communication between programs/initiatives to help people move out of poverty, Data and Evaluation Network Committee - development of community data warehouse.



Were there any modifications from last year's plan? Yes X No

If yes, please identify the types of changes made by checking the appropriate boxes below:

No Changes - Priorities

No Changes - Outcomes

No Changes - Indicators

STRATEGIES: The Behavioral Health and Juvenile Justice grant application was submitted by the Mental Health and Recovery Services Board of Lucas County for SFY 2016 in June of 2015. The application included Multi-systemic Therapy (MST), Wraparound, Juvenile Court Assessment Center, services to be provided at the Juvenile Court by Rescue Crisis. Due to the significant number of applications for BHJJ Funding for SFY 2016, funding was more limited and so while Lucas County was included in the counties to be funded; the level of funding was not at the level that was requested in the original Lucas County application. As a result, Wraparound was eliminated from the funding. While this was disappointing news, it was the Lucas County Family and Children First Council's (LCFC) original intent not to rely on BHJJ Funding as a long-term operational funding source, but rather as a source to help in the startup and initial implementation of Wraparound in Lucas County. While Wraparound will no longer be funded through BHJJ, referrals to Wraparound of BHJJ involved children/youth will be continued to be accepted in and served by Wraparound.

1. Identify any barriers in implementing the plan (i.e. data collection, data tracking, funding, infrastructure, etc.)

Data collection continues to be a challenge related to the following outcomes:

Children/youth and their families have improved access to care

Families build capacity to deal more effectively with difficulties/Problems

Children/youth and their families reduce social isolation/lack of support

Lucas County is part of the Strong Families/Safe Communities funding for SFY 2016 and is currently assessing the use of the Child and Adolescent Needs and Strengths Assessment (CANS) as a way to measure similar outcomes. This is a tool that is being utilized as part of the statewide ENGAGE Initiative and would be helpful to ensure a consistent approach across several Initiatives that Lucas County Family and Children First Council is involved in related to Intersystem Care Coordination for children/youth and their families. There are, however, a couple of challenges to this - 1) The CANS was primarily designed as an assessment tool for case/program planning, not as an outcome measurement. 2) The CANS can be very time consuming in administering. The LCFC will need to work through the use of the CANS with both the Intersystem Resource Team Members and the SFSC Group to finalize for implementation.

2. Identify any successes/how implementing this plan has worked to strengthen the council and county collaboration.

It is not clear that the "Plan" has really contributed toward greater council and county collaboration as much as it has helped to ensure that the LCFC is capturing information in a more centralized way about the collaboration and coordination that is already happening around trying

to more effectively serve children/youth and their families in Lucas County that are the highest at risk for multi-system involvement and/or out-of-home placement. The real contribution of the plan may in fact be in helping the LCFC to think more strategically about the type partnerships to be developed and gaps to be addressed as funding opportunities arise, such as the SFSC funding, to more adequately fill these gaps. One of the successes that can be attributed to the "bundled" effect of various initiatives listed under the strategies and continued work in Lucas County to ensure coordination between these efforts is a continued reduction in placement costs in 2014 and through June 30, 2015 (which continues to show the downward trend). See the following table:

| Data Element | 2010 | 2011 | 2012 | 2013 | 2014 | 2015* |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Total Served on Placement Budget (unduplicated) | 28 | 29 | 19 | 13 | 17 | 6 |
| Number of placement request | 7 | 16 | 15 | 10 | 16 | 5 |
| Number of placement support request | 21 | 13 | 4 | 4 | 2 | 1 |
| Count - Out of County Placements | 3 | 7 | 7 | 6 | 4 | 2 |
| Percent - Out of County Placements | 43% | 44% | 47% | 60% | 25% | 40% |
| Average Per Diem | \$148 | \$215 | \$233 | \$258 | \$237 | \$189 |
| Average Length of Stay (in months) | 6 | 6 | 5.5 | 7 | 2.9 | 4 |
| Number of placement incidents | 12 | 18 | 14 | 11 | 17 | 6 |
| Total Annual Placement Expenditures | \$455,732.00 | \$408,907.00 | \$666,752.00 | \$497,430.00 | \$322,662.00 | \$146,234.00 |

* Though June 30, 2015

Report on Indicator Data (Provide data for each outcome indicator listed on the Shared Plan. List only ONE outcome per page. This page can be duplicated as needed).

Shared Outcome: Reduction in number of incidents and length of stay in out-of-home care for children/youth

| Indicator(s): | Baseline Data | Current Year Data | Direction of Change (+, -, NC) |
|-------------------------------------|---------------------------------------|---------------------------------------|--------------------------------|
| Costs of Placements | Data: \$497,430 Year of Data: 2013 | Data: \$322,662 Year of Data: 2014 | + |
| Length of Stay (in months) | Data: 7 months Year of Data: 2013 | Data: 4 months Year of Data: 2015 | + |
| Incidents of out-of-home placements | Data: 12 Year of Data: 2015 | Data: 6 Year of Data: 2015 | + |

3. List the data source(s) for the indicator(s):

The source of data for the above indicators is our Intersystem Care Coordination Database

4. Identify any key findings (explanation of data findings; FCFC actions taken in response to key findings, etc.):

The most important finding would seem to indicate that while the number of incidents of out of home placement is an important indicator, it is not necessarily the most important indicator. Length of Stay is far more important as an indicator of how placements are being utilized - more to achieve short-term stabilization or long-term care. What we are working to do with a range of initiatives within Lucas County is to help support children/youth remaining in the community with their families and utilizing placement primarily as a short-term stabilization strategy, when possible. In order to do accomplish this, there is a significant focus with the Intersystem Resource Team to ensure that when a child/youth does go into placement that exit planning is beginning to happen right from the pre-placement phase. This also includes monitoring what the parents/family is doing to build their own capacities and prepare for the return of the child or youth. Along with this report are attached review checklists that are utilized by the Intersystem Resource Team at Pre-Placement and during Placement Reviews (every 30 days).

Once a child/youth is out of placement and back home, funding initiatives such as Strong Families/Safe Communities and Family Centered Services and Supports can be utilized to support in-home supports, respite, and other supportive services for the child/youth and the family to help with both short-term and long-term stabilization.

Lucas County Family and Children First Council

Intersystem Care Coordination – Out of Home Placement Pre-Placement Checklist

Date: _____

Name of Child/Youth: _____

Person Completing Request: _____

Agency: _____

The following checklist is a tool that will be used in order to improve decision-making related to placement requests and ensure that everyone is clear on the goal and expectations of the Intersystem Resource Team that accompany any approval of funding for out-of-home placement.

Status Codes for Checklist: X = Completed, C = Ongoing/In-progress, NA = Non-applicable

| STATUS | ITEM |
|---------------|---|
| | There is a clearly identified lead agency, and they will maintain lead role throughout the out-of-home placement period. |
| | Parent/Guardian(s) and Team Members expected outcomes for the placement are fully and clearly documented on the Request Form. |
| | All existing treatment plans submitted as part of the request. |
| | Copy of most recent Psychological/Psychiatric Assessment has be provided. |
| | Copy of most recent IEP or 504 Plan |
| | Home School's involvement and work agreement to work on transition planning for return home has been secured |
| | Has home School agreed to accept responsibility for all educational costs |
| | Transportation of child/youth to placement provider agency has been clearly identified |
| | Parent Agreement has been presented to parent(s)/guardian(s) and signed by all parties. |

**Lucas County Intersystem Care Coordination
Pre-Placement Checklist**

| STATUS | ITEM |
|--------|--|
| | Other sources of funding have been explored. |
| | Other Sources of funding will be utilized to either cover or contribute toward the costs of the placement |
| | Clear Rationale for the request has been completed on the Placement Funding Request Form |
| | Level of Care: There is a clear rationale presented as to how the recommended placement will best meet the specific needs of the child/youth |
| | Clear information has been provided to show how the proposed provider will work with the existing team, parent/guardian and family, and Intersystem Resource team. Systems involved has been clearly documented on the Request Form |
| | If this child/youth has been in previous out-of-home placement, these placements, including when, where, and length of stay are clearly documented. |
| | Proposed Provider Agreement has been reviewed and agreed to by proposed provider (Signed copy will be required if request is approved). |
| | Proposed length of stay and expected costs of placement are well documented on the Request Form. |

Lucas County Family and Children First Council

Intersystem Care Coordination – Out of Home Placement In-Placement Checklist

The following checklist is a tool that will be used in order to ensure that while a child/youth is in placement there are clear expectations of what should be done to work toward re-unification and provide guidance to the Intersystem Resource Team, Parent(s)/Guardian(s), Team Members and Providers on what is expected and will be reviewed at regular intervals.

Date: _____

Name of Child/Youth: _____

Person Completing Request: _____

Agency: _____

Status Codes for Checklist:

X = Completed

NP = No Progress

NA = Non-applicable

C = Ongoing/In-progress

PD = Parent Disengaged

PARENT(S)/GUARDIAN(S)

| Status | Item |
|--------|---|
| | Visits, phone calls, and any other forms of communication are occurring regularly (see Parent Agreement) |
| | Parents are participating in Wraparound (if recommended) |
| | Parent reports on progress at planned reviews (their perception of their child's progress, progress at home toward preparing for their child's return) |
| | Parents report on whether they are building additional non-professional supports for themselves and their family. |
| | Parent identify what concrete steps they have taken to prepare for re-unification |
| | Parents identify any changes in the family that could either positively or - adversely impact re-unification, e.g., new job, loss of housing, new services for other members of the family, new relationships, etc. |

**Lucas County Intersystem Care Coordination
In-Placement Checklist**

TEAM (WRAPAROUND OR TREATMENT TEAM)

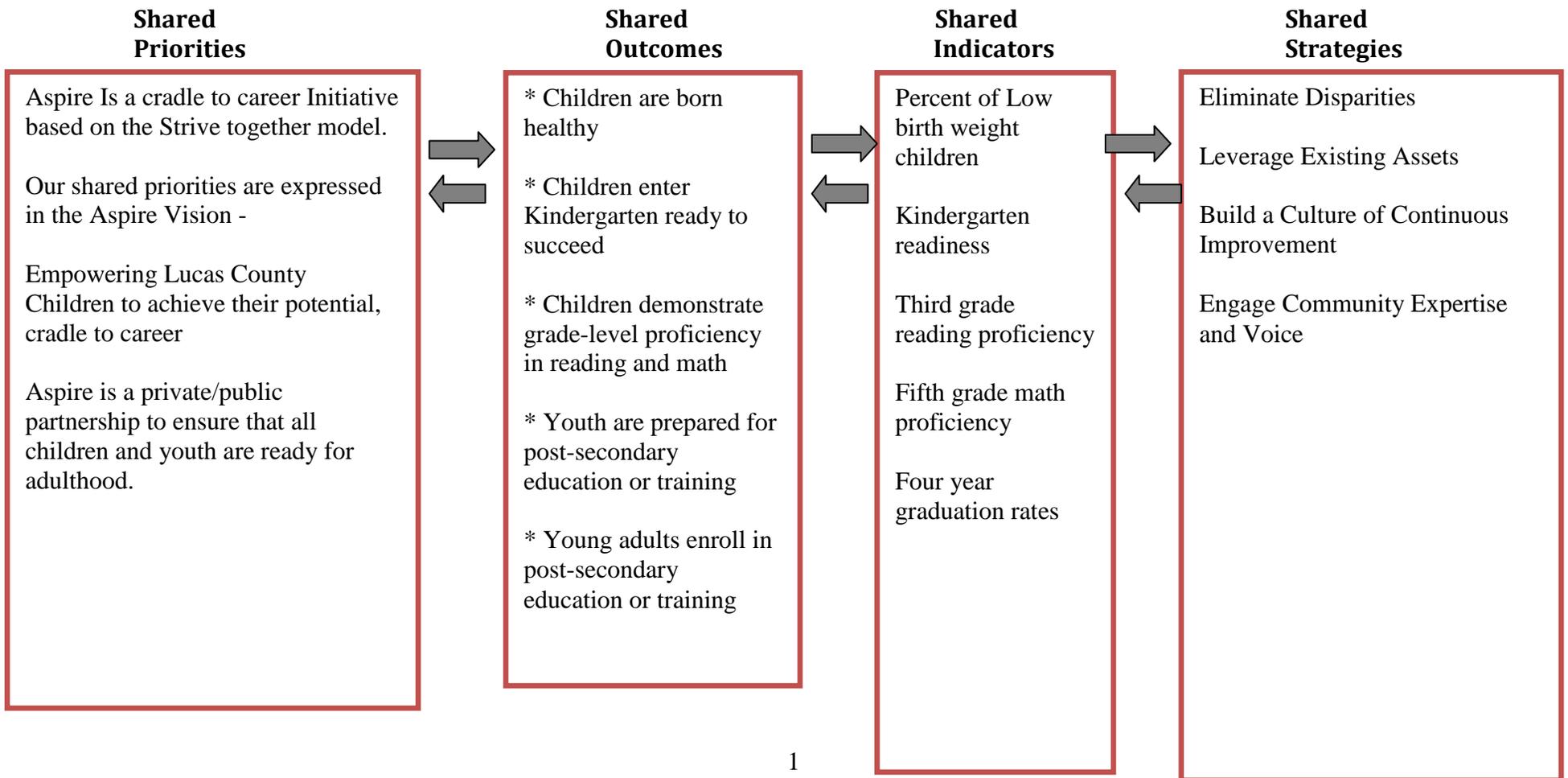
| Status | Item |
|--------|--|
| | Have all team members been regularly participating in and contributing to the team process (planning, goal identification, strategy development, etc.) |
| | Is the team addressing the needs of other family member as it relates to either the protective factors or life domains, especially where this can either positively or adversely impact reunification. |
| | Team has prepared an update on progress for the IRT |
| | Team has identified specific goals, strategies, supports and barriers as related to reunification. |
| | Team identifies help needed from IRT to work through system barriers to proposed care strategies |
| | Educational planning update for transition back to home school (are there identified services/supports that need to be added to IEP/504 Plan?) |

PROVIDER

| Status | Item |
|--------|--|
| | Information on ongoing team/parent/provider work and communication that has been occurring during review period toward goal progress and reunification |
| | If assessments have been completed - what assessment, results and implications for continued care and reunification? |
| | Report on progress of child/youth in care including clinical, social interactions, educational, and behavioral |
| | What steps have been taken by provider to keep parent(s)/guardian(s) engaged? |
| | Update on Family Therapy if indicated. |
| | Report on specific steps that have been taken by provider to help move child/youth toward reunification. |

LUCAS **County Family and Children First Council Shared Plan for SFYs 12-16**
Shared Plan Update for SFY 16

Current FCFC Initiatives: Help Me Grow (operation of Central Coordination Site/ Administration of Part C Early Intervention [Service Coordination] Grant. Early Head Start. Intersystem Care Coordination (includes Special Assistance Funding to intersystem teams, Wraparound, and funding for intersystem involved placements). Strengthening Families Initiative (includes Parent Advocacy and Leadership Training, Parent Café's, and working with providers to integrate SF into existing programs). Bridges out of Poverty (building community capacity through training, improving coordination/communication between programs/initiatives to help people move out of poverty, Data and Evaluation Network Committee - development of community data warehouse.



Were there any modifications from last year's plan? Yes X No

If yes, please identify the types of changes made by checking the appropriate boxes below:

PRIORITIES - While there has not been any significant changes in priorities with Aspire over the last year, there has been growing clarity related to the role of partners in these priorities and a focus on starting with one of the areas of the community that was picked through the DMAIC process - 1) Define, 2) Measure, 3) Analyze, 4) Improve and 5) Control. The area that was picked is the Waite school area within the Toledo Public School District. This is the 43605 zip code area and has historically had some of the highest rates in Lucas County for teen births, incidents of child abuse and neglect, poverty and lower graduation rates.

OUTCOMES. The Aspire outcomes remain as previously identified. At this time there are functioning Outcome Networks (working teams) that are functioning related to two of the outcomes - Children enter Kindergarten Ready to Learn, and Youth are prepared for Post-Secondary Education and Training.

INDICATORS: Since the "Chapter One" Report that had been reported on in the SFY 2015 Shared Plan report there has not been another report to the community issued yet. This is due to the fact that there was a change in the Executive Director and some significant "re-tooling" of Aspires operations under the new Executive Director, Katie Enright to make sure that the appropriate level of ground work is completed in the community according to the DMAIC process, as listed above. The change in leadership was a positive change for Aspire and has helped to significantly improve the initiatives work within the community, communications, and further developing appropriate partnerships. With the change in Executive Leadership in the 2nd half of 2014, Lucas County Family and Children First Council (LCFC) staff person Kristen Kania became a loaned staff person to Aspire supporting the data gathering and management for the initiative. As a loaned staff, Kristen has worked as the Data and Outcome Manager for Aspire under the direct supervision of Katie Enright and the costs of Kristen's position has been shared by the LCFC, Aspire, and the Board of Lucas County Commissioners. Kristen worked with Aspire during the 2nd half of SFY 2015 (Jan - Jun 2015) to execute the shared strategy listed above - Engage Community Expertise and Voice, by holding a number of community café's in this period to gather input from parents and students on what is working, barriers and challenges that are faced to school success. These were all held within the Waite Learning Area of Toledo Public Schools. During this period three Community Café's were held in East Toledo within the Waite Learning Area, with parents at three different sites and one with students. The following is an excerpt from an update that was sent out to community stakeholders on July 27, 2015:

Aspire is well underway after completing dozens of meetings during the first half of 2015 with parents, students, teachers, and early childhood providers in the Old South End and the East Side, which make up the Waite Learning Community. Our first steps focused on providing a voice to parents and students to learn what is working and where help is needed to ensure every child is born ready, school ready, and life ready. In the past six months, Aspire staff:

- Held three Parent Cafes and a Student Café to gain insight and experiential data that will be used to develop recommendations and action plans.

- Asked high school students and their parents in the Waite Learning Community to describe the challenges they face and support they need to successfully graduate.
- Asked parents of young children in the target areas of the Old South End and East Side to describe their perceptions of preschool and the barriers they face in providing their children a preschool education.
- Spent a week meeting with high school teachers and staff in the Waite Learning Community, asking them to describe the challenges they face as teachers and barriers that prevent students from graduating.
- Trained 20 high school students in Waite's Young Women of Excellence and Young Men of Excellence Program to be Student Leaders. These students will lead additional information gathering sessions.

LCFC Strengthening Families Coordinator, Marian Brannon provided additional support to the Community Café's by assisting in the planning and assisting as lead facilitator at the Café's.

STRATEGIES:

1. Identify any barriers in implementing the plan (i.e. data collection, data tracking, funding, infrastructure, etc.)

During the period from 7/1/14 through 6/30/15, there were a couple of different barriers to implementing the plan as expressed in last years Shared Plan Report and these include the following:

- a) Change of Aspire's Executive Director. This was a very positive change for Aspire but in the first half of SFY 2015 prior to the time that the actual change occurred there was some significant slowdown in the work caused by the challenges experienced during this time period. Once the new Executive Director, Katie Enright was officially in the position she took immediate steps to move the work of Aspire forward in a more systematic and disciplined approach to the work.
- b) During this period Aspire has also gained greater autonomy and is operating more as a stand-alone initiative rather than under the direct direction and operation of the founding partners - Toledo Community Foundation, LCFC, and United Way of Greater Toledo. While this was part of the initial plan and intent, it presents challenges to the level of engagement for the LCFC - especially when considering the next factor listed.
- c) Not as a barrier, but just noted as a challenge consistent participation in outcome networks by LCFC Staff - during this period the LCFC was just beginning the work of implementing Early Head Start (EHS) in Lucas County as well as writing a 2nd Early Head Start grant for the Early Head Start-Childcare Partnerships Grant. EHS had never been implemented prior to this time in Lucas County. This was happening within the context of the development of the Birth to Five Collaborative between Toledo Public Schools (as the lead grantee on the Head Start Birth to Five Grant), LCFC, WSOS Community Action Agency and the Educational Service Center of Lake Erie West. This had an impact upon the LCFC Staff's ability to engage in consistent participation in the work of the Aspire Outcome Network's that have been moving forward during this time.

2. Identify any successes/how implementing this plan has worked to strengthen the council and county collaboration.

Report on Indicator Data (Provide data for each outcome indicator listed on the Shared Plan. List only ONE outcome per page. This page can be duplicated as needed).

Due to the changes noted above and the work completed by the Data Outcome Manager to engage community expertise and voice there is no additional data to report on at this time.

Shared Outcome:

| Indicator(s): | Baseline Data | Current Year Data | Direction of Change (+, -, NC) |
|---------------|------------------------|------------------------|--------------------------------|
| | Data: Year of Data: | Data: Year of Data: | |
| | Data: Year of Data: | Data: Year of Data: | |
| | Data: Year of Data: | Data: Year of Data: | |

3. List the data source(s) for the indicator(s):

4. Identify any key findings (explanation of data findings; FCFC actions taken in response to key findings, etc.):

None at this time.