

County of Kern



SB 163 Wraparound Services Plan

July, 2003

BACKGROUND

California's Wraparound Program (SB 163, Chapter 795, Statutes of 1997) began as a pilot program in sixteen counties. In 2001, Wraparound became a permanent program. The philosophy of Wraparound services matches the core values of the Child Welfare Services Redesign. They are a family-centered, community-oriented, culturally sensitive, strength-based, individualized alternative to sending children to, or keeping them in, group home placements. The ultimate goal of Wraparound is to keep children with their birth families, with relative caretakers or foster families, by providing intensive, comprehensive, integrated and creative treatment, intervention and support services.

SB 163 allows counties to use existing State foster care dollars for children in or at risk of being placed in Rate Classification Level (RCL) 10 –14 group home facilities, so that eligible children and families will be able to receive a broader array of service alternatives.

The Wraparound model of service provision involves a family-centered, strength based, needs driven planning process. Families actively participate in identifying what their strengths and needs are, with parents and youth being viewed as full partners throughout the entire process. Individualized services and supports are then developed and provided to meet each of the family's identified needs. This model involves a paradigm shift away from traditional service delivery systems which are professionally driven and focus on family deficits and de-emphasize strengths.

ORGANIZATIONAL STRUCTURE

Wraparound services will be implemented using a Public/Private model. While the Kern County Department of Human Services will serve as the County agency primarily responsible for fiscal and administrative oversight, the provider agency will work hand-in-hand with the County Departments of Human Services, Mental Health, Probation, and Public Health as well as existing family resource centers and community-based organizations to provide a continuum of services for children and families. This model was selected in that it:

- will offer the County important control and oversight opportunities.
- is a logical extension of the collaborative infrastructure that has been in place within Kern County since 1992.
- will build upon a sturdy, longstanding administrative structure that will support Wraparound services at policy, implementation and community levels.
- will fill gaps in the current efforts to provide Wraparound services for children and families. Although Wraparound practices have been implemented in Kern for some time, a lack of placement options and flexible funding have limited the program's reach, growth, and success.
- will build on Kern's experienced system of Mental Health service providers.
- will ensure that risk is shared between the County and the provider agency.
- will ensure that a multi-agency, collaborative and coordinated system addresses Kern's high-risk youth.

The following existing administrative structures will be used to support this model:

Kern County Network for Children (KCNC)

Members: Directors of the following Kern County Departments: County Administrative Office, Human Services, Mental Health, Probation, Public Defender, and Public Health; leaders in local business; County Board of Supervisors; City Government; Executive Directors of key Community-based Organizations; key representatives of service providers; Kern County Superintendent of Schools; and Juvenile Court Judge.

Key Functions:

- Policy Board established by the Kern County Board of Supervisors in 1992.
- Develop policy and provide supports necessary for SB 163 Wraparound and other key initiatives designed to improve outcomes for children and families.
- Provide leadership and support to a system of twenty community collaboratives throughout Kern County that have created integrated service delivery systems designed to specifically meet the needs of their community's children and families.

KCNC provides leadership and support services to community collaboratives in the following ways:

- KCNC convenes monthly meetings of all Community Collaborative Coordinators and key representatives of social service agencies, schools, law enforcement and other stakeholder groups. These meetings: facilitate discussions of critical countywide issues related to the integrated delivery of health and social services; serve as a forum to discuss policy issues that need to be addressed by the KCNC, provide unique cross-trainings, and are valuable networking opportunities.
- KCNC conducts in-depth site visits with all Community Collaboratives and provides on-going, on-site technical assistance in response to the unique needs of each site. KCNC staff routinely assist collaboratives with: strategic planning and policy development; developing and implementing successful strategies for collaborative, integrated service systems; successful program evaluation, data collection and analysis; program marketing; addressing issues such as confidentiality; conducting comprehensive needs assessments; implementing best practice standards for case management and other service types; and complying with local, state, and federal laws.
- KCNC assists collaboratives and partner agencies with obtaining public and private grant funds, as well as the development of funding plans that are not reliant on grant or time-limited funds; will sustain integrated, service delivery systems; and include strategies for expansion.
- KCNC sponsors monthly free training opportunities for Community Collaborative and partner agency staff. Topics range from civil rights and cultural awareness, to strengths-based practices, to stress management, to field safety.
- KCNC conducts an annual Leadership Development Training Program and on-going workshops designed to enhance community collaborative staff, services provider, and community member skills, and empower them to exercise more control over the shape and direction of the change agendas within their neighborhoods and communities.

- KCNC published and copyrighted, Recipes for Community Success: A Guide for Improving the Condition of Children and Families in Your Community that is available on the KCNC web site (www.kcnc.org) for communities and agencies. This comprehensive guide captures the many lessons learned by successful communities that have collaboratively improved outcomes for their children and families. Each section describes tools, provides helpful hints, and lists the key ingredients necessary to employ proven strategies designed to garner and maintain the grassroots support, and mix with the determination necessary to build success.
- KCNC assists with the gathering and analysis of data available to measure program outcomes. The KCNC's Internet site includes the KCNC's comprehensive report entitled "*Conditions of Children.*" This interactive site provides data regarding important benchmarks describing the condition of Kern County children and families, links to state, local and national data sources, and offers the assistance of the KCNC's staff research associate. The KCNC's annual *Report Card* is a second important data source that effectively reports important findings regarding family economics, education, health and well-being, as well as child and family safety.
- KCNC developed and assists collaboratives and partner agencies with the implementation of the Social Conditions Matrix. This is a unique program evaluation tool that measures improvement in family functioning.

Special Multi-Agency Resource Team (SMART)

Members: Administrative staff from the Departments of Mental Health, Human Services, Public Health, Probation and Superintendent of Schools Office.

Key Functions:

- With input from the SMART Sub-committee (see description below), serves as Kern's Interagency Placement Review Team.
- Evaluate high risk youth who are likely to require group home care and/or high cost multi-agency involvement in the immediate future if intensive intervention does not occur, and determine the most appropriate placement to meet the unique needs of each child.
- Provide oversight and monitor the quality of services provided to high-risk youth, such as SB 163 Wraparound services.
- Develop and modify system policy to remove barriers to service delivery, further enhance services to families, and ensure that preferences and cultural needs are addressed.

SMART Placement Sub-Committee

Members: Supervisory and direct services staff from the Departments of Mental Health, Public Health, Probation, Human Services, Superintendent of Schools Office, Regional Center, a Parent Partner, and SB 163 provider agency representative.

Key Functions:

- Review and/or develop comprehensive interagency service plans for high-risk youth and monitors the services provided.
- Monitor quality of services that are provided to youth placed in RCL 10-14 group homes and Wraparound slots.
- Screen all referrals for SB 163 Wraparound services and serve as cross-agency gatekeeper for Wraparound eligibility.
- In partnership with SMART, serve as the Interagency Placement Committee working together to provide the most comprehensive, culturally appropriate continuum of care for group home placement children or children at risk of out-of-home placement.
- Offer alternative services to group home care whenever possible.
- Coordinate and case manage youth placed in group homes or at risk of being placed in group homes to ensure they remain in or return to the lowest level of care possible.
- Links high risk families to a number of individualized, family-driven strength-based services.
- Meets regularly with SMART Administrative staff to ensure ongoing improvement to enrolled youth and to the system as a whole.

Juvenile Agencies Meeting Group

Members: Juvenile Court Judge and administrative staff from the County Departments of Human Services, Probation, Mental Health, Public Health, Superintendent of Schools, Office of County Counsel, CASA, and Public Defender's Office.

Key Functions:

- Discuss issues that cross systems (e.g. confidentiality and consent, quality of services provided to youth receiving court ordered services, needs facing children and families receiving juvenile court services, agency work load issues, coordination of services, etc.).
- Ensure that Court Orders, when appropriate, include and are supportive of SB 163 Wraparound services.

Twenty Community Collaboratives throughout Kern County

Members: Key representatives, specific to identified communities, from public and private agencies, businesses, service organizations, community members, parents, and youth.

Key Functions:

- Build and strengthen partnerships among public and private agencies, schools, businesses, service organizations, and community members to address community needs (e.g. lack of public transportation, need for services within the neighborhood, etc.).
- Offer services that are uniquely able to foster and strengthen informal supports for children and families (e.g. Family Resource Center-based parent support groups; clothes closets; food pantries; information and referral; case management; advocacy and support; parent leadership skill building; parent education; etc.).

- Utilize Family Resource Centers as primary access points so that children and families may access a continuum of services provided by a number of agencies within their neighborhoods. This removes traditional barriers to services (e.g. transportation, time and travel required to visit a number of agencies that are geographically isolated, lack of service coordination, etc.).

Administrators and Coordinators Team (ACT)

Members: Administrators from Departments of Mental Health, Human Services, Public Health, Probation; Community Collaborative Coordinators, and Kern County Network for Children Staff.

Key Functions:

- Discuss issues related to integrated service delivery, including specific strategies that will improve/enhance partnerships between Community Collaboratives/Family Resource Centers and agencies that provide services for children and families (e.g. Wraparound; Child Abuse Prevention, Intervention and Treatment; Promoting Safe and Stable Families, etc.).
- Discuss community needs.
- Identify policy issues that need to be addressed to improve outcomes.
- Discuss best practices and family-centered, strength-based principles.

Kern County Collaborative

Members: Representatives from more than one hundred community based collaboratives, public and private agencies, service organizations, advocacy groups, businesses, and community members throughout Kern County.

Key Functions:

- Share information and serve as a clearinghouse for available resources ranging from Red Cross Emergency Assistance programs to Mandated Reporter Training services available throughout Kern County.
- Share strategies that are successfully addressing community needs and improving outcomes.
- Facilitate networking among service providers throughout Kern County to ensure that participating members are fully aware of the continuum of resources that are available throughout Kern County and which agencies/organizations provide them.

Despite a strong administrative structure and the availability of flexible funds, SB 163 Wraparound services will not be able to independently, fully meet the needs of high-need children and families. To ensure that the mental health needs of Wraparound children and families can be fully met and program resources can be maximized, Wraparound services will be linked to Kern's Mental Health System of Care (SOC) in the following ways:

- They share the administrative structure described above. This structure is committed to resolving issues, overcoming barriers, blending resources, monitoring quality of services, and ensuring accountability.

- They share a commitment to low level, multi-disciplinary, creative, collaborative approaches to best serve children and families.
- They share a philosophy to “Keep children in homes, in school, and out of trouble.”
- They believe that services should be provided within the community in which children and families live.
- They believe that services should be of high quality and outcome driven.
- They believe that service plans are coordinated, rooted in shared philosophy, and focused on common goals.

TARGET POPULATION, ELIGIBILITY AND REFERRAL

During the first program year (September, 2003 – August, 2004), Kern’s SB 163 Wraparound services will focus on twenty children, and their families, that are currently placed in, or at-risk of being placed in RCL 12 –14 placements. One to two children will be assigned to Wraparound slots each month. Program success will be carefully monitored and an increased number of slots will be requested for subsequent years. To ensure that adequate financial resources are available to Wraparound children and families during year one, services will focus on non-federally eligible children. As slots and program resources are increased during year two, services will be expanded to children currently placed in, or at-risk of placement in a RCL 10 – 11 placements, as well as to children who are federally eligible.

As defined by SB 163, youth that meet the following selection and referral criteria will be considered as eligible for Wraparound services:

1. Be a Dependent or Ward of Juvenile Court or eligible for AB 3632/2726 or Adoption Assistance Program services within Kern County.
2. Be under the age of 19.
3. Be placed in or at-risk of placement in an RCL 10 – 14 group home as determined by the Special Multi-Agency Resource Team (SMART).
4. Have an approved or potential place to reside in the community with a parent/guardian, relative care giver, or foster parent who has agreed to participate in Wraparound services and have signed a Release of Information form so that SMART team members may fully disclose information necessary to determine appropriateness for Wraparound services.
5. Willing to participate in Wraparound services.

Children referred for Wraparound services will exhibit one or more, but not limited to, the following:

- Frequent running away
- Sexualized behavior
- Posttraumatic stress disorder
- Aggressive/assaultive behavior
- Oppositional/defiant behavior
- Self-injurious behavior
- Multiple placements
- One or more hospitalizations in a Mental Health facility
- Previously certified and approved for RCL 13-14 placement by the Kern County Mental Health System of Care.
- Substance use disorder
- Fire starter
- Minor criminal behavior
- School truancy problems
- Beyond control of parents and/or primary care adults
- Intensified services have been provided
- Mild Developmental disorder not recognized by a Regional Center

Referrals for Wraparound services shall be made to the SMART by the Kern County Departments of Probation, Human Services, and Mental Health. SMART will evaluate all referrals for appropriateness. SMART members will combine their expertise in the fields of mental health, health, child welfare, law enforcement, and education with refined tools that Kern's Interagency Placement Committee (i.e. SMART) has been using for years to screen all children referred for Wraparound services. Thorough, multi-disciplinary analysis of child/family case histories will be conducted and all available resources will be carefully considered prior to the Team's determination of whether or not a referred youth is appropriate for Wraparound services.

Youth who are currently not succeeding in their RCL 12-14 placement or awaiting placement in shelter care or Juvenile Hall, meet the eligibility criteria described above, and have no alternative to a RCL 12-14 group home placement, will be given priority for Wraparound services.

Building on the referral system that Kern's Interagency Placement Committee (i.e. SMART) has used successfully for years, specially trained Social Work Supervisors, Mental Health Clinical Supervisors, and Probation Supervisors will work closely with Social Workers, Probation Officers, and/or Mental Health Clinicians to identify youth who are potential candidates for Wraparound services. Candidates for Wraparound services during Year 1 will be limited to youth that are currently placed in, or at-risk of being placed in a RCL 12-14 placement. Candidates for Wraparound services during Year 2 will be expanded to youth that are currently placed in, or at-risk of being placed in a RCL 10-11 placement.

Prior to referral for Wraparound services, a Social Worker, Probation Officer, and/or Mental Health Clinician and/or Supervisor who has completed SB 163 Introduction and Engagement training will consult candidates/youth and family members/potential caretakers about the possible availability of Wraparound services. If the youth and family members/potential caretakers state that they would be committed to fully participating in Wraparound services should they be selected, necessary consent forms (signed by the youth and family members) stating they are willing to participate will be completed and a formal referral packet will be made by the Social Worker, Probation Officer, and/or Mental Health Clinician, and the referral will be presented by their Supervisor to SMART, at which time it will be thoroughly screened.

WRAPAROUND METHODS AND BEST PRACTICES

Kern’s vision for SB 163 Wraparound services is that Kern County families will have the resources to keep their children safe, at home in the community, healthy, out of trouble and in school.

To obtain this vision, the following SB 163 standards that include family-centered, strength-based principles will be strictly adhered to:

SB 163 Standard	Implementation Strategies
<i>Families as full partners with access, voice and ownership at all levels of planning and implementation</i>	<ul style="list-style-type: none"> - Families enter the program on a voluntary basis and are seen as partners from the beginning in the development of services. - Families are involved in all aspects of the service delivery from referral to program completion. - Services will be strength based. - A parent partner component to the program will be fully developed and each family will be assigned a parent partner to provide assistance with voice, advocacy, and general support.
<i>Unique child and family teams</i>	<ul style="list-style-type: none"> - A unique child and family team will be developed for each family. Teams will include professionals, family partners, friends, and community representatives. - Families will be highly involved in the development of the team. The Wraparound Facilitator will assist in the guiding of team development, but the family will maintain decision making regarding selection of participants. - Family team meetings will remain strength based. Family Teams will be responsible for cooperatively developing and coordinating services.
<i>Culturally competent services tailored to family culture, values, norms, strengths and preferences</i>	<ul style="list-style-type: none"> - The Wraparound service provider will actively recruit bi-lingual staff. - Families will be involved in the implementation of services to ensure that they fit the families’ beliefs. - The family and team will make decisions together to ensure that all services fit within the family’s belief and values systems. - The plan developed by the family and team will guide the services that are sought and utilized by the family. - Cultural relevancy will be assessed in each domain of the plan.
<i>Flexibility in location, time, planning, service response and funding</i>	<ul style="list-style-type: none"> - Comprehensive services will be identified by Family Teams through family-driven Individual Family Planning processes. Implementation of the plans will occur at the family and community levels. - Services are not facility-focused, but rather mobile in nature with a majority of the services occurring in the home or in the community. - Due to the flexible nature of Wraparound, services are developed to remove barriers associated with transportation and scheduling. - Services are to be provided at the time needed, as opposed to traditional 8:00 a.m. to 5:00 p.m. work schedules. Wraparound services will be available to families 7 days a week, 24 hours a day, 365 days per year. A 24/7 work protocol will be utilized to ensure Wraparound staff are constantly available to meet child and family needs that arise. - Unscheduled services when needed will be available. - Emergency services will be available 24 hours a day, 7 days a week.

	<p>Emergency services include a range from telephone consultation to response to the home or other location.</p> <ul style="list-style-type: none"> - Funding for emergency needs will be managed in a manner to offer assistance while also creating a plan for future family independence in the identified area. - Family teams will be comprised of professionals, friends, family partners, and other community representatives. Through collaborative approaches, a mixture of teaching and learning strategies as well as full use of community resources and informal supports will be used to implement the initial plan as well as needed modifications.
<i>Perseverance in support and assistance to families</i>	<ul style="list-style-type: none"> - Maintain current participation while also focusing attention on the development of new relationships with community collaboratives that can support the needs of families served. - Utilize existing resources and focus on seeking new to assist in meeting the needs of families served. - Develop informal support systems for Wraparound children and families. - Frequently review and modify service plans based on the child's and family's developing strengths, and changing needs.
<i>Life domain, needs-driven planning</i>	<ul style="list-style-type: none"> - Creative approaches and community-originated services that build on family strengths and address needs across home, school and community will be used in initial Plan development and future modifications. - Status of family strengths and needs in the area of life domains will determine development and future modifications of the individualized strength based family plan. - Outcomes to be measured as focused on progress related to life domains.
<i>Care provided in context of home and community</i>	<ul style="list-style-type: none"> - Individualized strength based family plans will identify levels of care to be provided in the home and the community. The plan will also support the development of family skills that will allow the family to continue needed services independently following the completion of Wraparound services.
<i>Strengths defined from first conversation</i>	<ul style="list-style-type: none"> - Family strengths are to be identified at the time of referral, focused on, and utilized throughout the remainder of the process.
<i>Blending of formal and natural/informal resources</i>	<ul style="list-style-type: none"> - Through strength based service planning and team meetings, formal and informal supports will be identified, planned for, and developed. Families will move towards independent use of supports while gaining greater reliance on informal supports by the time of program completion.
<i>Strategies linked to family/community strengths</i>	<ul style="list-style-type: none"> - Each family will participate in assessment which will lead to plan development that is individualized, family centered and strength based. Families will be involved in every step of the process. - The team will ensure that questions and needs of the family are being met through ongoing dialogue between the family, their team and the service provider, as well as evaluation systems (e.g. client satisfaction measurement tools). - The initial assessment of the family will identify strengths and needs of the family. Child and family strengths and self-identified needs will be the focus of services and supports that are identified during the assessment and plan development processes. - The family, team, and SMART committee members will assess progress

	<p>on a regular basis using a comprehensive evaluation system. Services will be amended as necessary.</p> <ul style="list-style-type: none"> - Partnerships with community service providers will be fully utilized in order to best meet the needs of families serviced.
<i>Commitment to Permanence</i>	<ul style="list-style-type: none"> - Committed families volunteer to participate in Wraparound services. - Involved families and referring agencies are participatory throughout the process and agree to the individualized plan through maintenance of involvement and signature of acceptance. - Wraparound staff will be fully trained in the “no eject, no reject” philosophy, and will clearly understand that if a Wraparound Service Plan is not working, it’s the Plan that is failing – not the child/family— therefore the Plan will need to be changed.
<i>Mechanisms and structures to support parent advocacy and leadership</i>	<ul style="list-style-type: none"> - Each family will be paired with a parent partner. - Roles and involvement of the parent partner will be clearly defined in each family’s Plan. - Monthly parent support group will be facilitated. - Plan development and service delivery will focus on providing families skills to independently advocate, locate services, and monitor their own service delivery in order to increase success following program completion.

STAFF RESOURCES AND DEVELOPMENT

In that the Public/Private model for Wraparound services will be utilized, staff resources will be provided by the provider agency and County departments.

The following staff resources will be utilized by the provider agency, Aspira Foster and Family Services, during Year 1 of Wraparound services, and will service a capacity of twenty families. Staff adjustments will be based on the number of children and families in the program at any given time.

District Administrator: 25% FTE

District Administrators supervise the overall function of a District Office and are responsible for the administrative oversight including contract compliance.

Clinical Program Manager: 100% FTE

Will supervise the following: overall program development, oversight of staff development and training, supervision of family service delivery, oversight of clinical issues and decision making, participation in the Community Resources Team, program evaluation completion and analysis, and submission of program reports.

Facilitators: 100% FTE x 2

Supervise Family Specialists, plan and coordinate family team meetings, write service plans, and present plans to the community Wraparound team for approval. Facilitators have masters degrees and are licensed or receiving licensed supervision. One facilitator will be assigned to each family.

Family Specialist 100% FTE x 6

Family Specialists assist families with implementing the service plan, provide direct services to the family in their homes, and are key to collaborating with the team and community. Specialists will be required to have a bachelors degree and/or experience working with high need youth and families. All families will be assigned a Specialist. Some families, due to scheduling and intensity needs, may require assignment of an additional Specialist. Specialists work flexible hours that will allow for service provision as needed 24 hours a day, seven days a week. These individuals will be responsible for shadowing and coaching youth, and assisting families with using their strengths to address their identified needs.

Parent Partners 100% FTE x 2

Parent Partners are mentors who will be recruited from families who have successfully used Wraparound services, or during the start up phase of the program, foster parents who have experience in similar systems and programs. Parent Partners will provide parents with emotional support, advocacy, linkage to community resources, positive role modeling of effective parenting, as well as teaching/demonstrating parenting skills.

It should be noted that Therapeutic Behavior Services (TBS) and other mental health services will be provided by Kern County provider agencies. These services will be easily accessible to all Wraparound children and families.

To ensure that the provider agency has the resources and support necessary from the Kern County Departments of Human Services, Probation, Mental Health, and Public Health, these agencies have designated the following positions (via in-kind contributions) to work hand-in-hand with provider agency staff:

- **Mental Health System of Care:** Children’s System Administrator, Mental Health Clinical Supervisor, Mental Health Clinician, and Provider agency staff.
- **Human Services:** Program Director, Social Work Supervisor, Social Worker, and MSW Intern.
- **Public Health:** Public Health Nurse Supervisor and Public Health Nurses as needed.
- **Probation:** Division Director, Probation Supervisor, Probation Officer, and MSW Intern.

To ensure that the County staff members will be able to fully participate in the implementation of Wraparound services, these staff members will complete all SB 163 Wraparound trainings and be assigned to reduced/specialized caseloads.

Kern County fully supports California’s Child Welfare Services’ (CWS) Stakeholders’ Group’s assertion that, “Training will need not only to deliver a new knowledge base, but also to maximize positive client outcomes consistently and over time,” as described in their report entitled, “*Summary of CWS Stakeholders Conceptual Framework: Year Two Report.*” (page 35, February, 2003). Kern’s Wraparound services and staff development plan will fully incorporate CWS Redesign strategies.

Prior to service delivery, the following training outline will be:

Training Topic	Provider & Timeline	Participant Groups
Introduction and Engagement	University of California, Davis, University Extension, The Center for Human Services – September 3, 2003	All Wraparound staff members, SMART, SMART Placement Sub-committee members, and Mental Health Contract Agency providers
Skill Building	University of California, Davis, University Extension, The Center for Human Services -February-April, 2004	All Wraparound staff members, SMART, SMART Placement Sub-committee members, and Mental Health Contract Agency providers
Philosophy and Fiscal Aspects Overview	Brad Norman, EMQ - September 3, 2003	KCNC Governing Board (Directors of Kern’s Departments of Human Services, Mental Health, Public Health, Probation, County Administrative Officer, Board of Supervisors, Directors of key community based agencies and businesses, and the Juvenile Court Judge), and DHS Executive Staff Members
Provider Implementation Strategies	Dr. Gerry Rodriguez, EMQ - September – October, 2003	Kern Wraparound Provider Administrators and Staff
Philosophy and Strengths Based Practices Overview	Brad Norman, EMQ - September 2 and 3, 2003	All DHS Social Works and Emergency Shelter staff, Probation Department Placement and Detention Intake staff, Mental Health System of Care staff, Mental Health Contract agency staff, and SELPA Administrators.

To ensure that organizations and agencies that provide supportive services throughout Kern County would be familiar with the strengths based planning and assessment practices that will be used in Wraparound services, the Kern County Network for Children (KCNC) sponsored two day-long trainings on Strengths Based Planning and Assessment that were held on May 21, 2003 and June 26, 2003. More than 250 service providers representing schools, law enforcement, family resource centers, community based organizations, advocacy groups, etc. attended these trainings. Participant evaluations were overwhelmingly positive. KCNC will continue to sponsor trainings that focus on Strengths Based practices. Additionally, the KCNC has incorporated strength based practice exercises in the on-going trainings that are provided to service providers throughout Kern County that utilize the Social Condition Matrix evaluation tool for case management services.

Kern's Wraparound service provider will supplement State-required trainings with internal staff trainings that already exist for similar positions in the agency. These trainings will be easily adapted to meet the needs of the positions outlined in this plan, and will focus on programs that have philosophies that are individualized, strength based and team oriented. The agency has a sixty-hour training that can be adapted for the Family Specialist Position and maintains handbooks, training tools, guides, and policy and procedures for these staff. Furthermore, the agency has current positions that are similar to the Facilitator position and Parent Partners positions that have protocols, handbooks, and guides that fit naturally with Wraparound services. The provider is committed to the development of continued professional growth and assesses ongoing training needs through agency reviews. Additionally, the provider agency will incorporate and address training needs identified by the County, Community Team and consumers through program evaluation.

Parent education services/trainings for birth parents/foster parents/caretakers will be provided by the Wraparound service provider as well as Bakersfield College, Kern's contract provider for Foster Parent Education Classes.

FISCAL CAPACITY

The Kern County Department of Human Services (DHS) will contract with Moss Beach Homes, Inc./Aspira Foster and Family Agency for SB 163 Wraparound services. Fiscal oversight will be managed in the following ways:

- The Wraparound service provider will implement a policy that outlines appropriate uses of project Emergency funds, and ensures that they will be immediately available to meet the needs of Wraparound children and families.
- The SMART Placement Sub-committee will review and approve all service plans developed by the Wraparound provider agency to ensure that Wraparound program funds and in-kind services available within the community will be fully and effectively utilized on a case by case basis.
- Claims for payment will be carefully reviewed monthly by the DHS.
- Quarterly reports that detail project revenues and expenses will be submitted by the Wraparound provider agency, and carefully reviewed by the DHS and SMART. This will ensure that funds are expended in accordance with the project's approved budget.
- The SMART will create an annual plan to reinvest any cost savings to enhance/expand services. Cost savings will be used primarily to serve Wraparound children and families who are federally eligible. This plan will be presented by the DHS to the Kern County Network for Children for approval. DHS will then ensure that the plan is fully implemented.

Kern's Wraparound service provider will utilize SB 163 Wraparound funds to expand services that are currently provided by their agency. Since the provider has existing offices and administrative staff in Kern County, start-up costs will be minimized. Additionally, significant in-kind contributions by the Wraparound provider agency; Kern County Departments of Human Services, Mental Health System of Care, Probation, and Public Health; CASA; and the Kern County Network for Children will be utilized.

To ensure that project funds are maximized, the following funding streams will be braided with state and local foster care funding streams whenever possible:

- MediCal funds will be utilized to pay for Therapeutic Behavior Services (TBS) and other mental health, health, and dental services whenever possible.
- Adoption Assistance Payments
- Kin-Gap funds
- AB 3632 funds
- Foster Parent Training funds
- Special Education funds
- Child Welfare Services Independent Living Skills Program funds.

Additionally, Kern County was nationally recognized with the prestigious 1998-1999 Excellence in Community Collaboration and Youth award. This national award recognizes local collaboratives that are innovative, bold and creative, and is sponsored by the American Association of School Administrators, the International City/County Management Association, the National Association of Counties, the National League of Cities, the National School Boards Association and the United States Conference of Mayors. The Annie E. Casey Foundation provides funding for this awards program.

Since Kern's Wraparound services will be woven into the existing continuum of care for children and families, an extensive network of in-kind supportive services (e.g. Family Resource Centers, Child Abuse Prevention, Intervention and Treatment services, Promoting Safe and Stable Families services, etc.) will be utilized. As a result, no additional service delivery structures will need to be developed.

To ensure that Wraparound funds will be maximized, public and private grant opportunities will be pursued as they arise. Additionally, Title IV-E training opportunities for social workers will be made available to provider and partner agency staff whenever possible.

QUALITY MANAGEMENT

SMART, SMART Placement Sub-committee, and the DHS will be responsible for monitoring the quality of Wraparound services. Consistent with Kern's Mental Health System of Care outcomes that are applicable to the target population, the following strategies will be used to evaluate key domains:

- ***Cost Effectiveness*** – detailed financial revenue and expense reports will be submitted and reviewed quarterly. These reports will be compared to what costs would have been had the children been placed in RCL 10-14 group home.
- ***Family Functioning*** – The CAL-SAHF assessment tool will be used pre, every six months, and post. This tool assesses overall functioning in the following areas: expectation, empathy, alternatives to corporal punishment, roles and independence. Additionally, status toward the completion of the agreed upon service plan is an indicator of functioning. The numbers of plan objectives met will be carefully tracked and reported.
- ***Prevention of Placements In More Restrictive Environments*** – Consistent with Wraparound's "no eject, no reject" philosophy, data regarding the number of children who are able to remain out of group home care will be tracked and reported.
- ***Improvement of Emotional and Behavioral Adjustments, School Attendance, and Academic Performance*** - These indicators will be monitored and reported in a monthly progress report that will report data and rate performance as indicated by the parent, service providers, and agency representatives.

- **Parent/Caregiver Satisfaction** – A satisfaction questionnaire will be sent to families twice per year and at the completion of Wraparound services. This tool will also be utilized to help monitor the families’ perspectives of improved family involvement in service planning. Results will be regularly reported.
- **Family and Child Goal Attainment** – The percentage of agreed-upon goals and objectives that are attained by Wraparound children and families will be tracked and reported.

The above data will be utilized to measure project outcomes and determine if adjustments/modifications to individualized service plans and/or Kern’s Plan for SB 163 services need to be made. To further ensure that the Wraparound service provider maintains best practice standards, the SMART Placement Sub-committee will approve and oversee all individualized plans for Wraparound services.

PROJECT PLANNING

Kern County has contemplated implementing SB 163 Wraparound services for more than five years. Throughout this time period, administrators attended numerous trainings and conferences, however feasibility did not meet opportunity until the fall of 2002. On November 21, 2002, a letter intent to implement SB 163 Wraparound services was submitted to the California Department of Social Services (CDSS). Subsequently, consultants from CDSS and EMQ were assigned to assist Kern County with planning Wraparound services.

In December of 2002, the Kern County Network for Children, Kern’s Policy Board and Planning Body, voted unanimously to fully support the planning and implementation processes for Wraparound services.

Kern’s Wraparound Planning Team was convened in January, 2003 with key representatives of the following stakeholder groups regularly participating:

- | | | |
|--------------------------------|------------------------------|------------------------------|
| ▪ Department of Public Health | ▪ Department of Human | ▪ Mental Health System of |
| ▪ Probation Department | Services | Care |
| ▪ Foster Parents | ▪ Parents | ▪ Foster Family Agencies and |
| ▪ Kern County Network for | ▪ Schools, including Special | Licensed Group Homes |
| Children | Education and SELPA | ▪ Youth |
| ▪ County Administrative Office | ▪ Court Appointed Special | |
| | Advocates (CASA). | |

Since it was identified early on that SMART and the SMART Sub-committee would play important roles in the administrative structure of Wraparound services, current SMART members serve as Planning Team members as well. Planning Team meetings were held on: 1/7/03, 2/3/03, 2/13/03, 3/3/03, 3/7/03 (all day retreat that included key representatives from three Foster Family Agencies), 3/24/03, 4/7/03 (all day), 4/21/03, 5/12/03, and 7/7/03. In a Consultation Report that was written by Kern’s EMQ Consultant for SB 163 Wraparound services, one of the strengths identified after the March 7, 2003 Planning Team meeting was, “This consultant has never seen a planning meeting with so broad a representation from county

agencies, non-profits, youth, parents and foster parents.” (Report date, 3/11/03, author, Brad Norman).

Participation by the Planning Team’s parents, foster parents, and youth members was invaluable throughout the planning process. The unique perspectives, experiences, and suggested strategies offered ensured that among other things, families drive Kern’s SB 163 Wraparound services, families define their needs, families have a high level of decision making, and that strengths based practices will be consistently and fully utilized. Participation by other key stakeholder groups (e.g. schools, health, CASA, etc.) ensured that Wraparound services will be fully supported by the continuum of care that currently exists within Kern County. Furthermore, the leadership role that the Kern County Network for Children undertook in the planning of Wraparound services ensured that the resources of Kern’s system of twenty community-based collaboratives (e.g. Family Resource Centers) will be available to provide both formal and informal supports to children and families receiving Wraparound services.

To assist Kern’s Wraparound Planning Team with developing the most critical components of the SB 163 Wraparound Plan, Kern’s EMQ Wraparound Services Consultant attended three daylong meetings during the early phases of the Planning process. These meetings/technical assistance opportunities/trainings focused on:

1. Overview of the Wraparound Philosophy, Fiscal Aspects, and Models
2. SB 163 Vision and Steps to Operationalize Standards
3. Selection and Eligibility Criteria, Training, and Key Implementation Strategies.

Building on the training that was provided by CDSS sponsored Consultants and utilizing the SB 163 Wraparound Implementation Worksheet provided by EMQ, Kern’s Planning Team met regularly to discuss and develop all aspects of Kern’s Plan. Prior to final approval, drafts of the Plan were shared with all Team members for input and revision.

Continued involvement and commitment from families and other key stakeholders in supporting family-centered, strength-based principles will be achieved throughout the Wraparound process, by utilizing the following strategies:

- Families will be continually involved in decision-making processes
- Client satisfaction will be measured regularly
- Information sharing and networking between Wraparound staff and key stakeholder groups is incorporated into the administrative structure of Wraparound services.
- The Kern County Network for Children, Kern’s Policy Board, will continually advocate for family-centered, strength-based principles to be incorporated into support programs throughout Kern County.
- The Kern County Network for Children will regularly schedule trainings on strength-based principles for service providers throughout Kern County.
- Annual re-assessments of Kern’s SB 163 Plan and Evaluation of Wraparound services will include families and other key stakeholders.

The following table describes year one activities and timelines, as well as projected activities for subsequent years, for planning, training, implementation, and evaluation.

Planning		
<i>Activity</i>	<i>Responsible Person(s)</i>	<i>Time Frame</i>
Facilitate Planning process; draft SB 163 Plan and submit for approval to the Board of Supervisors, Kern County Network for Children, and CDSS; conduct Request For Proposal (RFP) process; and write Memorandums of Understandings/Contracts with the provider agency and critical partners	Kern County Network for Children, in partnership with the Department of Human Services, and with the assistance of Planning Team members. Key persons: Steve Sanders, Jayme Stuart, Kris Grasty, Deanna Cloud, Margee Carvel, Cindy Wasson, and Colleen McGauley.	January, 2003 – August, 2003
Training		
<i>Activity</i>	<i>Responsible Person(s)</i>	<i>Time Frame</i>
Implement SB 163 Training Plan	Kern County Departments of Probation, Mental Health, Public Health, and Human Services, Kern County Network for Children, and the provider agency. Key persons: Margee Carvel, Jayme Stuart, Jeanie Lopez, Cindy Wasson, Deanna Cloud, Jana Davis, Bethany Christman, Kris Grasty, and Steve Sanders.	August, 2003 - Continually
Identify funds that can support training costs that will be incurred (e.g. IV-E) and schedule trainings for Wraparound provider staff, foster parents, parents, SMART and SMART Placement Sub-committee members, and key stakeholder groups.	Kern County Network for Children, in partnership with the Department of Human Services, and with the assistance of Planning Team members. Key persons: Steve Sanders, Jayme Stuart, Kris Grasty, Deanna Cloud, Stephen Pelz, Margee Carvel, and the SB 163 provider agency.	June, 2003 – August, 2003
Implementation		
<i>Activity</i>	<i>Responsible Person(s)</i>	<i>Time Frame</i>
Develop and implement staffing plan, referral procedures, and protocols	Wraparound Provider Agency and SMART members	August, 2003 – Continually
Utilize administrative structure to identify and resolve barriers to service success	Provider agency, SMART, ACT, Kern County Collaborative and Kern County Network for Children.	August, 2003 – Continually
Provide oversight and monitor quality of services provided	Kern County Department of Human Services, SMART and SMART Placement Sub-committee members.	September, 2003 – Continually

Evaluation		
<i>Activity</i>	<i>Responsible Person(s)</i>	<i>Time Frame</i>
Develop comprehensive plan to fully evaluate Wraparound services	Provider agency, Planning Team members, and SMART members.	July, 2003 – August, 2003.
Implement evaluation system and report outcomes to the Kern County Network for Children, Board of Supervisors and CDSS.	Provider agency, SMART, and SMART Sub-committee members.	September, 2003 – Continually

CHANGE PROCESS

Kern County has been nationally recognized for its success in mobilizing community members to: define their needs; drive the decision-making processes involved in developing unique strategies to address those needs; and create collaborative, integrated service delivery systems that are unique to the communities they serve. These efforts have resulted in a system of twenty community collaboratives throughout Kern County that range in membership size from 150 parents, community members, and agency partners to well over 500.

The changes associated with family-centered, strength-based practices will be further moved through:

- the flexible funds that SB 163 offers. These opportunities have been long needed to meet the needs of Kern’s high need children and families.
- the Kern County Network for Children’s (KCNC) strong support and advocacy of the wide spread use of family-centered, strength-based practices by service providers throughout Kern County. KCNC will routinely focus ACT, Kern County Collaborative, and Board meeting agenda items on these principles, schedule and facilitate related trainings, and increase the focus of these principles in Kern’s Plans for Child Abuse Prevention, Intervention and Treatment (CAPIT) and Promoting Safe and Stable Families (PSSF) services.

WRAPAROUND AGENCY REQUIREMENTS

So that the most qualified lead agency for Kern’s SB 163 Wraparound services could be selected, a Request for Proposals (RFP) was issued statewide on May 8, 2003. An Independent Evaluation Committee of five members representing unique areas of expertise was convened. Proposals were scored based on the information presented (e.g. proposal narrative, proposed budget, Memorandums of Understanding, Letters of Support, agency financial audit, certifications, licenses, etc.) and the outcome of an interview process that was conducted by Evaluation Committee members. Through the competitive RFP process, Moss Beach Homes, Inc./Aspira Foster and Family Agency was selected by the Kern County Board of Supervisors on July 29, 2003 as the agency most qualified to implement Kern’s Plan and provide Wraparound services.

Aspira has been assisting children and families throughout the State of California for over 25 years and is the largest Foster Family Agency in California, serving over 1,500 children and

families throughout the state through its thirty offices. Aspira achieves its mission to take collective action to support communities and families as they love and care for their children through a cost-effective system of program service delivery that allows it to maximize its resources for the needs of diverse communities. Aspira's Kern County office has been providing services, including foster care, adoption services, and assisting children with development disabilities, to the Kern County community for 12 years

Aspira has been developing and maintaining community partnerships for over 25 years. Their experience in the administration of public funds, service delivery, support and coordination of care has been demonstrated through their successful implementation of contracts for: Therapeutic Behavioral Services in three counties, ProFamily Home Based Services in two counties, Mental Health Services in three counties, and Adoption Services in three counties. Like Wraparound, these contracted services require: highly qualified, experienced staff; careful recordkeeping and detailed reporting; strong parent partner and informal support system components; strengths based planning and assessment practices; comprehensive training and evaluation plans; maximization of available funds; compliance with local, state and federal laws, regulations, and standards; and, a successful 24 hour/7 days per week immediate response protocol.

As an active member of the Kern County Network for Children's General Collaborative, Aspira will be able to fully utilize a comprehensive network of community resources. Furthermore, Aspira administrators participated in the final stages of Kern's SB 163 Planning process and will seek Wraparound accreditation once services are implemented.

**KERN COUNTY WRAPAROUND SERVICES
ORGANIZATIONAL STRUCTURE**

