

# **Hampton Virginia Community Policy and Management Team**

## **Systems of Care Historical Perspective, Data, Outcomes and Practice Improvement Project**

### **Draft – Executive Summary**

The City of Hampton has been lauded as a leader in Systems of Care reform throughout the state of Virginia. This praise is evidenced by an article that appeared in the Richmond Times Dispatch in 2004, historical limited utilization of residential treatment services, several innovative approaches to community based service delivery and the historical and present utilization of the City's Comprehensive Services Act (CSA) staff as ad hoc consultants to communities around the state.

The Hampton Community Policy and Management Team (CPMT) and Family Assessment and Planning Team determined that there was a need to gather data, measure success and develop practice improvement activities to support continued success for children, families and communities. CPMT commissioned Triad Training and Consulting Services to develop this report; to review existing data available in the system; develop processes to review data on a consistent basis; develop systemic, individual and process outcome measures; review the services and outcomes for children and families served in the Specialized Foster Care Project; and develop practical recommendations for practice improvement activities.

Hampton CPMT worked in collaboration with Triad staff to develop a comprehensive approach to reviewing the Hampton Comprehensive Services Act system in accordance with CSA and Systems of Care principles that all services for children and families should be child centered, family focused, community based, strength based and culturally and linguistically competent.

Triad has worked with communities in Arizona and Kansas to develop similar child serving systems systemic assessments that serve to inform present and future practice.

Key data, outcomes and practice improvement activities in developing this project included the development of review tools and community buy-in to the process; the creation of a historical perspective of the development of Systems of Care approaches in Hampton including semi-structured interviews with 15-20 key individuals involved in CSA development; interviews with children, family members, foster parents and key stakeholders throughout the system to add depth to the information provided in the case file review process; the development of a comprehensive report including each of the aforementioned activities and at least 3 presentations of the report to CPMT and designated stakeholders; and the utilization of key findings in the *Systems of Care Historical Perspective Data, Outcomes and Practice Improvement Project* to insure that successful activities are continued and areas needing improvement are addressed.

Hampton CSA staff worked with Triad staff to determine a cohort of children and adolescents to review as part of this project. The team decided to review children and families supported by the Hampton Specialized Foster Care Project developed in 1997 to serve three children living in residential treatment. More than 40 children returning from residential treatment or at imminent

risk of residential treatment placement have been successfully supported by the Specialized Foster Care Project. 26 children are presently living in Specialized Foster Homes and during the past year 92 % of these children have remained in their homes, moved to less restrictive environments or have been adopted. One Specialized Foster Home closed when the family adopted the children living in the home.

The child serving agency leadership in Hampton implemented CSA in 1994 as a Systems of Care approach and sought the wisdom and experience of national leaders in Systems of Care and Wraparound including Karl Dennis from Kaleidoscope in Chicago. This report will also relate that Hampton was well positioned to implement CSA as the city's child serving agencies were already meeting to collaborate regarding service development and firmly believed that children should be served in their communities.

Walt Credle, the Hampton Director of Social Services, communicated to the CPMT on October 31, 1994 with a memorandum titled "Reinventing Service Delivery." This memorandum stated, in part, "we have each come from a single-agency, somewhat specialized approach to serving children who are at-risk. CSA challenges us to create a new approach, to reinvent the way services are provided."

Significant findings of this report include:

- ✚ Hampton seldom utilizes residential treatment as a service option. 2% of all services funded by Hampton in the third quarter of 2005 were residential treatment services. This was the lowest percentage of all communities measured for this report utilizing the Office of Comprehensive Services Data Set information for third quarter of 2005.
- ✚ Hampton significantly utilizes community based services as an alternative to out of home and out of community placement. 36% of all services funded by Hampton in the third quarter of 2005 were community based services. It should be noted that the total 100% CSA Expenditures includes categories such as foster care maintenance, day care etc.
- ✚ The rate of increase in Hampton CSA funded services has been significantly lower than Virginia statewide increases. From 1994-2005 the cumulative statewide increases in CSA expenditures were 161%. The Hampton cumulative increases for the same time period were 39%.
- ✚ Hampton and Newport News were the only localities reviewed for this report that had **no** children placed out of state as reported by the third quarter 2005 CSA Data Set.
- ✚ There has been a strong commitment to multi-agency collaboration since 1993 to support children and families remaining together in the community. Multiple collaborations have resulted in the development of innovative programs by all CPMT member agencies. Projects include intensive care management, specialized foster care, the teaching parent approach, family reunification and intensive in-home services.
- ✚ Hampton has long emphasized prevention and early intervention services. The Hampton Healthy Family Partnership has played a significant role in inter-agency collaboration and reducing the need for intervention services.

- ✚ The Specialized Foster Care Project has supported children with significant needs remaining in the community as evidenced by 84% of the youth having academic problems; 80% of the youth having physical aggression issues; 61% of the youth having depressive symptoms; and 30% of the youth having suicidal or self-harmful behaviors.
- ✚ The Specialized Foster Care Project has shown significant success as evidenced by 92% of the children in the project during the past 12 months remaining in their specialized foster home, moving to a less restrictive environment or being adopted.
- ✚ One specialized foster home “closed” last year after the family adopted the children in the specialized home.
- ✚ The Specialized Foster Care project serves children and families with complex needs. One year ago 38% of children in specialized foster homes had a CAFAS score of 100 or higher. 42% of children in specialized foster homes at the time of this report had CAFAS scores of 100 or higher. This demonstrates the Hampton CPMT and FAPT’s ability to support children with complex needs in community settings.

Results of this report indicate that Hampton CPMT has been successful at accomplishing the goals established in 1993-1994 of serving children in the community and providing cost-effective services that supported children and families moving towards independence and self-sufficiency. The results also indicate that Hampton CPMT has continuously designed effective community based programming to serve children and families with the most complex needs.

The report also outlines potential practice improvement activities for the coming year including increasing family and youth involvement in the FAPT process, increasing the involvement of fathers in the FAPT process, increasing documentation of the utilization of natural supports, seeking potential new innovative programming to further reduce the utilization of residential care, and developing a plan to support sustainability for the *Data, Outcomes and Practice Improvement Project*.

This report will offer opportunities to celebrate successes as well as develop practice improvement opportunities for the future. The State Executive Council, State and Local Advisory Team, and The State of Virginia Office of Comprehensive Services have taken a leadership role in defining and implementing outcomes as part of the future direction of CSA activities at the state and local levels. Hampton CSA staff are part of this state-wide development and future state and local outcomes related activities should be integrated whenever possible.