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COMMONWEALTH OF PENNSYLVANIA**

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SUBJECT:

FY 2011/12 Integrated Children’s Services
Plan Guidelines

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SCOPE:

COUNTY COMMISSIONERS AND EXECUTIVES
COUNTY CHILDREN AND YOUTH ADMINISTRATORS
JUVENILE COURT JUDGES’ COMMISSION (JCJC)
CHIEF JUVENILE PROBATION OFFICERS (JPOs)
COUNTY MENTAL HEALTH/MENTAL RETARDATION ADMINISTRATORS
COUNTY DRUG AND ALCOHOL ADMINISTRATORS
COUNTY HUMAN SERVICES ADMINISTRATORS
COUNTY JUVENILE DETENTION CENTERS

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PURPOSE

The purpose of this bulletin is to provide guidelines and instructions to counties to update the Integrated Children's Services Plan (ICSP) to be submitted by each county for FY 2011/12. The submission date for the updated County Integrated Children's Services Plan is August 16, 2010. This bulletin also explains how the Department will structure technical assistance on integrated planning to counties.

BACKGROUND

The purpose of the Integrated Children's Services Plan is to identify goals, strategies, and outcomes that counties, in their leadership role will take to support the healthy development of children and an integrated approach to meeting their needs. The Integrated Children's Services Plan should take into account the delivery role played by the counties in the areas of child abuse and neglect, juvenile justice, permanency, early intervention, mental retardation services and behavioral health services. The plan should also seek meaningful coordination and cooperation with other critical services for children, such as those provided by local school districts, early childhood programs, physical health care services, food stamps, and other public benefit programs that are not directly led by county government.

The Department of Public Welfare is taking a comprehensive approach to serving children, birth to 21 years of age, through programs that focus on long-term prevention, early intervention, and services that support family stability, child safety, community protection and healthy child development. The Department is committed to maintaining the integrity of the family, whenever possible, in the context of healthy communities and least restrictive environments. The first major initiative in this comprehensive approach came about in 2004 with the development of integrated children's service plans for services led by the counties.

DISCUSSION

The goal of the Integrated Children's Services Plan is to promote, at the local level, the design and implementation of an integrated system of services and resources which supports the healthy growth and development of children. The vision is of a system that partners with families and delivers the supports and care that are needed. This system will be strength-based and child and family-centered across mental health, child welfare, mental retardation, early intervention, juvenile justice, drug and alcohol programs, education, and other child and family serving processes and entities.

There is no single correct model for integration. Counties will develop individualized approaches to achieving the elements of integration as defined in these guidelines. Counties are encouraged to develop plans that take into consideration local, organizational, administrative and other relevant factors.

In recognition of the varied approaches and progress to achieving integration, the ICSP will ask counties to focus their planning on three main areas.

Family & Youth Involvement / Engagement: Family and Youth involvement / engagement in the planning process are crucial to fully integrating children's service systems and are a priority for the Department. It is clear from the feedback of the Advisory Committee on ICSP, and from the reviews of county plans, that some counties have begun to involve families and youth in their planning process, while other counties have faced challenges in engaging ongoing meaningful participation of families and youth. Counties should clearly articulate what steps it will take to ensure families and youth are meaningfully involved in every step of system development for integrating services.

Prevention: The Department in coordination with the Governor's Commission on Children and Families wants to encourage counties to implement quality prevention programs with a record of demonstrated outcomes. There is growing evidence of the ability to improve outcomes for children by the implementation of quality community based services and programs that support families in raising their children and provide children and youth with skills necessary to be successful. There are a multitude of programs and strategies that have been shown to be effective and cost efficient in helping children and families avoid the need for high end intervention and treatment services of the various child serving systems. These programs can be delivered to entire populations or to families identified with specific risk factors.

Comprehensive prevention planning includes the provision of universal services to all children within a certain age range or geographic location as well as identification and services for children who may be at increased risk of developing physical, intellectual, emotional, or behavioral needs. The Department has been particularly encouraged by prevention efforts that improve access to medical care for pregnant and post-partum women and children, improve the quality and accessibility of child care and other early learning programs, improve access to screening for physical, intellectual, emotional, or behavioral needs and improve access to interventions that include education and supports for parents and other caregivers.

To assist counties in developing coordinated prevention plans, the Department is committed to providing counties with the necessary data to begin an analysis of their performance on certain community level outcomes for children. While the data provided is not all inclusive, it provides a clear starting point for counties to begin the analysis (see Appendix B). As part of the ICSP, counties will review their current performance on Community Level Outcome Indicators and prioritize at least two indicators that will be part of their integration planning efforts. Tier One counties can request funding to support integrated prevention activities.

Integrated Service Delivery: Integration creates a continuum of care at each level of the child serving system that provides for the healthy development, safety and well being of the child. The integration framework incorporates the following elements for children and adolescents, in every county, who need public "system" involvement:

- A mechanism for all children entering the system to receive a comprehensive review of the child's needs;

- A service plan, based on the comprehensive review, that accesses resources from all appropriate sources to meet the needs of the child and family;
- Integrated and coordinated services where the child/family needs services from more than one categorical county program.

Over the last six years, Pennsylvania counties have worked to identify and overcome barriers through the ICSP and other processes. Recognizing that counties have made different levels of progress toward integration, the 2011/12 Integrated Children's Service Plan Guidelines continues to allow each county to self-designate as either a Tier One or Tier Two County.

- **Tier One: "Accelerated Integration Counties"**: Tier One Counties have completed Integrated Children's Services Plans in previous years and are making substantial progress toward integrating children's services with a commitment towards full integration.
- **Tier Two: "Continued Progress Counties"**: Tier Two Counties have completed Integrated Children's Services Plans in previous years and/or have achieved some cross system collaboration, but are not yet ready to move to full integration of services. Tier Two Counties are not eligible to apply for incentive funds in FY2011/12, but will be eligible for technical assistance to enable them to move to Tier One in subsequent years.

Coordination of the ICSP with other DPW planning processes

There are numerous ways that counties can approach the concept of integration, and there are many system changes that can support integration, even within categorical funding arrangements. This year's plan continues the process of bringing together the county categorical programs and other child / family serving systems to determine how best to integrate the resources they have and those they will develop.

The Integrated Children's Services Plan Guidelines will fulfill all planning responsibilities for Behavioral Health and Mental Retardation Programs as it relates to planning for children's services. The Integrated Children's Services Plan is to be developed concurrently with other required plan submissions to the Department of Public Welfare, including the Child Welfare Needs Based Plan and Budget. The planning processes for the Integrated Children's Plan and the Needs Based Plan and Budget are interconnected and should be conducted concurrently.

Guidelines for Development of 2011/12 Plans

Format: Use a 12-point font, double spaced and submit information as specified below. Use this guidance to ensure that your plan meets the requirements. No additional information is to be submitted other than what is specified in the guidelines.

All counties (both Tier One "Accelerated Integration" and Tier Two "Continued Progress") must submit an updated plan that includes:

1. Cover Page - Integrated Children's Service Plan Contact Information and Planning Team Membership (Appendix A)
2. Description of Family/Stakeholder/Youth Input
3. Self Assessment of Community Level Outcome Indicators (Appendix B)
4. Update on Integration Accomplishments - summary of early successes, challenges and barriers

Counties that self-designate as Tier One "Accelerated Integration" should also submit:

5. Plan for Full Integration of Children's Services
6. Description of Project to be Considered for FY2011/12 Incentive Funding (optional) (Appendix C)

1. Cover Page

The Cover Page includes information on the Integrated Children's Service Plan contact person and planning team Membership. A single contact person, chosen by the county, should be designated to answer any questions about the county plan and serves as a point of contact for all Integrated Children's Services Plan Issues. (Note: the ICSP single point of contact does not have to be from Children and Youth.) Counties should list individuals who are **actively** engaged in the planning process as representatives of the various child serving systems. See Appendix A for the form to be used as the Cover Page.

2. Description of Stakeholder/Family/Youth Input (1 page)

Describe the activities of the cross-system planning team responsible for the integration of children's services at the County level. The Plan should be developed through a partnership of county behavioral health, mental retardation, child welfare, juvenile probation, early intervention, child care, education, drug and alcohol agencies, and families and children receiving services from the agencies covered by the plan.

The **role of family and youth** in integrating services is critical to success of service delivery. Counties should clearly articulate what steps it will take to ensure families/youth are meaningfully involved in all steps of system development for integrating services and an update on your progress for engaging families and youth in the ICSP process.

Counties should indicate how they are engaging their **local educational system** as part of this planning process and any future steps they may be taking to coordinate services with the educational system.

ICSP Resource B includes recommendations for counties to actively engage families and youth can be used by the planning team as a self assessment tool (it does not need to be submitted with the plan). ICSP Resource D includes strategies for addressing cultural

competency. Counties can also request technical assistance on family and youth engagement.

3. Self Assessment of Community Level Outcome Indicators (Appendix B)

Each county should review their current performance on the Community level outcome indicators. The information on the indicators is provided to counties for their use as a management tool to assist in assessing their overall performance in reaching positive outcomes for all children. In reviewing the selected indicators, the county should consider their performance in relationship to the state as well as other counties within the region or similar size counties from across the state. The analysis should include other information available at the community level that would allow counties to better determine factors related to their performance. This local data should also assist counties in establishing community level strategies that may help the county impact the overall performance on the indicator(s). The long-term goal is for counties to develop, through a collaborative effort among all child-serving systems and families, a comprehensive system that includes prevention as a key component.

For the 2011/12 ICSP, counties should develop a plan with stakeholders to improve the identified child outcome indicators through an integrated prevention plan. Appendix B details the process and the **PACChildStat website** for reviewing the Community Level Outcome Indicators and includes a worksheet that the county needs to complete for each selected indicator. If counties are choosing the same two indicators from last year, please provide an update on your progress to date in terms of strategies to improve those indicators. If Tier One counties are requesting funds for the implementation of their prevention plan, they should also indicate short term outcomes/goals, including baseline data that can be measured within the plan time frame.

4. Update on Integration Accomplishments - summary of early successes, challenges and barriers (2 pages)

Counties should provide a brief summary highlighting the local integration accomplishments achieved during the last six years (a bulleted format is appropriate). This information on early successes, challenges, or barriers resulting from the local planning process should include the following integration areas:

- Common Assessment & Screening (what tool is being used, and for what child serving systems)
- Centralized Intake / Integrated or Lead Case manager / Single Service Plan (including describing the approach and what child serving systems are participating)
- Integrated Data Management Systems (including what child serving systems are participating)
- Integrated prevention practices being implemented at the county level

Tier One "Accelerated Integration" Counties should prepare the following Sections:

5. Planning for Full Integration of Children's Services (5-8 pages)

The first step towards integrating services is to determine how best to assess the needs of children / families. A comprehensive or common assessment process is critical to assure children's needs are met regardless of how they enter the system. The assessment should be child/family centered and assure that services can be provided in the least restrictive environment. (See ICSP Resource C cross systems children service values) Once the service needs of a child/family are developed, delivery and monitoring of services should occur under a single coordinated, consolidated or integrated delivery system. Counties may approach this goal in different ways.

Tier One Counties should update their plan and timeline from last year's plan to fully integrate children's services that addresses the topics below. Multi-year timelines may be appropriate. Tier One Counties should provide specific deliverable activities or benchmarks to be achieved in 2011/12, as the county moves toward full integration.

- A mechanism for all children entering the system to receive a comprehensive review of the child's needs which may include:
 - Centralized intake or other "no wrong door" approach that includes a comprehensive assessment process for all children and families
 - Common Assessment & Screening Tools being used by multiple child serving systems
- A single service plan, based on the comprehensive review, that accesses resources from all appropriate sources to meet the needs of the child and family
- Integrated and coordinated services where the child/family needs services from more than one categorical county program, including:
 - Integrated or Lead Case management models
 - Other integrated services provided on behalf of multiple categorical programs to reduce duplication, effort and costs
- An Integrated Prevention Plan based on the review of the county's current performance on the Community Level Outcome Indicators contained in Appendix B

6. Promising Practices Incentive Grants for Tier One Counties (optional)
(Appendix C)

Tier One counties will be eligible to apply for FY2011/12 incentive funds to support the implementation of promising practices in one or more of the following areas:

- Centralized intake or other "no wrong door" approach that includes a comprehensive assessment process for all children and families;
- A single service plan for multi-system clients that is developed based on the common assessment process and one that accesses resources from across systems to meet the needs of the multi-system client;
- Integrated Case Management (including approaches that utilize a lead case manager);

- Integrated Prevention Planning based on the plan developed through the review of the county's current performance on the Community Level Outcome Indicators contained in Appendix B;
- Other projects that will lead to substantial progress toward full integration of services for children (with prior approval of the Department).

Tier One Counties have the option to submit one (1) project budget and narrative for consideration for a one-time non-recurring grant. Appendix C includes the budget form and information the county needs to complete if requesting funding for a promising practice.

The total amount of incentive funding available will be finalized in the FY2011/12 budget and final awards will be made within 30 days of approval of the state budget.

Technical Assistance and Resources to Counties

The Department of Public Welfare recognizes that counties and their cross systems teams may require technical assistance to implement county Integrative Children's Services Plans. The Department, including its regional offices and agents, will provide technical assistance to support county efforts to integrate behavioral health, child welfare, juvenile justice, mental retardation, and other planning processes. Technical assistance may include regional trainings, dissemination of best practice documents, and individual county technical assistance, depending on the demand for specific topics.

Because training and technical assistance needs of counties will depend to a significant extent on local factors, counties should contact the Department to arrange for individualized technical assistance. This request should be sent via email to Angie Logan anglogan@state.pa.us

Timetable for Integrated Children's Services Planning

May 2010 – Department releases Integrated Children's Services Planning Guidelines.

June 30, 2010 – Counties designating themselves as Tier One should send an email indicating their intention by this date to anglogan@state.pa.us. (All counties need to indicate their intention, even if the county declared Tier One last year).

May – August 2010 – Counties begin working with their cross systems team to update and modify the integrated plan for submission to the Department by August 17, 2009.

Ongoing as needed – Technical assistance will be provided to counties and their cross-systems teams for updating their integrated plans; disseminating promising practices; and providing other resources to assist counties with integrating services. County-specific technical assistance will be provided upon request.

July 30, 2010 – Deadline for requesting an extension (up to four weeks) for the ICSP submission.

August 16, 2010 – Counties submit integrated plan.

December 2010 to January 2011 - Counties receive feedback on integrated plans.

June 30, 2011 – Deadline for adoption of the State budget. Announcements of Tier One incentive funds are contingent on approval of the budget and available funds. Announcements will be made within 30 days of passage of the budget.

Due Date

The plan is due on August 16, 2010, and should be submitted electronically to the Secretary of Public Welfare at RA-secretaryoffice@state.pa.us

Advisory Committee

The Department will continue to discuss service integration with families; adolescents receiving services from county programs; parent organizations; providers; early care and education professionals; child advocates; county juvenile probation officers; juvenile and family court judges; behavioral health and mental retardation administrators; single county authorities; children and youth administrators; juvenile detention center administrators; local and state education officials and other critical organizations. The Department will hold ongoing meetings with a group representing the above mentioned individuals, to advise the Commonwealth and assist counties on integrating children's services. A subsection of this committee will be used to help review all of the counties' plans submitted to the Department.