

Family First Prevention Services (FFPS) Program

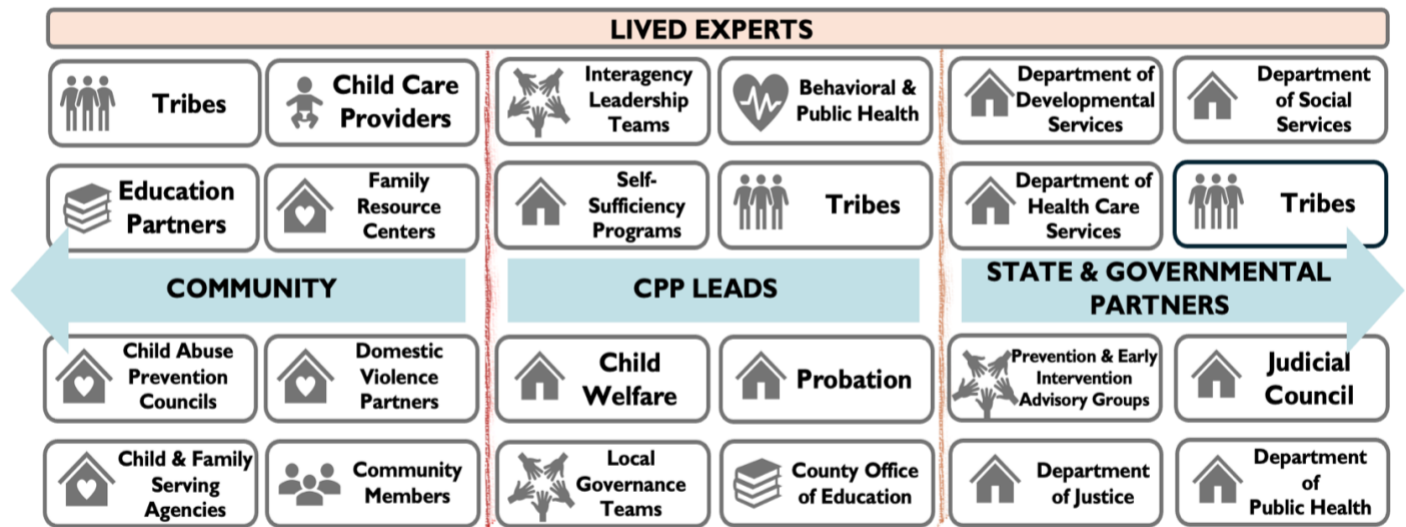
Community Pathway Framework Brief

Overview

The California Department of Social Services (CDSS), in partnership with the Community Pathway Advisory Subcommittee, has developed a framework for implementing community pathways throughout California. The framework reflects the different levels (Community vs. Local Comprehensive Prevention Planning (CPP) Leads vs. State) in which activities need to occur to achieve successful, sustainable, and equitable community pathways.

The following pages detail the specific activities that will need to occur at each step of the framework. The levels are defined as the following:

- ❖ **Community:** includes community members, prioritizing individuals with lived expertise, and encompasses all local community-based organizations and other partners involved in prevention planning and providing direct advocacy, services, and supports to families.
- ❖ **CPP Leads:** includes the local Title IV-E agency (Child Welfare, Probation, and Tribes with Title IV-E Agreements) that serves as lead of the county/Tribe’s CPP, but also includes other local governmental partners involved in prevention planning.
- ❖ **State and Governmental Partners:** includes the CDSS as the lead state agency, with support from other state agencies and entities, including coordination with Tribes and the FFPS Advisory Committee and subcommittees.



Vision and Values for a Community Pathway

California's **vision** for a Community Pathway is to...

support families via “no wrong door” by creating conditions that allow for all families to thrive in safe, stable, nurturing relationships and environments, while actively working towards eliminating racial and ethnic disparities and other forms of inequities.

This vision can only be achieved through a collective commitment from a wide range of community and governmental partners, while centering the voices of the community and those with lived expertise across all levels and activities.

California's efforts for developing and implementing Community Pathways is guided by the following **values**...

- ❖ *Family Voice Centeredness*: Uplifting the voices of children, youth and families in all aspects of individual case planning and development of system-wide policy, practice and implementation; as well as adapting evidence-based prevention and early intervention services to be culturally appropriate and to focus on the well-being of all family members.
- ❖ *Racial Equity*: Promoting racial equity by specifically seeking to reduce disproportionality in the child welfare system, supporting the development of community-based, culturally appropriate services and programs, and incorporating outcomes measures that help to ensure equitable implementation and provision of services and inform the continuous quality improvement and evaluation frameworks established by the CDSS.
- ❖ *Tribal Consultation and Collaboration*: Recognizing the sovereignty of tribal governments and establishing deliberate, inclusive, participatory processes for effective government-to-government consultation, collaboration, and collective, informed decision-making in the development of programs, systems, and policies that impact Tribes and Indian families, ensuring consistent partnership with Tribes in all aspects of individual assessment and case planning for Indian children and families, and actively supporting Tribes developing and operating services and programs under a Title IV-E or other agreement between the State and Tribe.
- ❖ *Strength-Focused and Trauma-Informed*: Supporting families with services, practices, and policies that are strength-based, trauma-informed, and culturally relevant.
- ❖ *Community Capacity Building*: Empowering community leadership to assist families and to support community efforts in developing needed services and definitions of success.
- ❖ *Workforce Excellence*: Striving for workforce excellence with a staff composition that reflects the ethnic, linguistic, and cultural aspects of the community, incorporates individuals with lived experience, and is grounded in trauma-informed practice.
- ❖ *Integration and Collaboration*: Integrating and collaborating across systems to maximize and leverage funding, share information and data, and provide families with services and supports to meet their specific needs.
- ❖ *Monitoring, Integrity, and Continuous Quality Improvement (CQI)*: Focusing on program monitoring, integrity, and CQI to ensure high-quality, ever-improving, and equitable services.

Utilizing this Framework

The following Community Pathway Framework should be utilized by all levels defined above to identify areas in which counties and Tribes leading in CPP efforts are prepared for Community Pathway implementation, and areas that need further development.

Those implementing, or exploring, a Community Pathway, can utilize the framework and associated steps in the following ways:

- ❑ Develop an approach for **meaningful engagement between CPP leads and Community that incorporates parents/caregivers, children, and youth with lived expertise and Tribes (when they are not leads)** in developing and maintaining a local Community Pathway. This may include but is not limited to assessing representation in local governance structures, developing feedback loops that incorporates and centers their voices, and transparently share plans, data, and outcomes for community pathway implementation and sustainment.
- ❑ Hold **county-, agency-, and community-level discussions** to identify where further development of a Community Pathway is needed that is unique to the community being served.
- ❑ For counties and Tribes that completed a Readiness Assessment, the framework and relevant activities can be cross-referenced with where the county or Tribe identified **areas of readiness** for implementation, and where there are **gaps for readiness**.
- ❑ Complete an analysis of **available local funding** to support and sustain a Community Pathway.
- ❑ Identify where **additional partnerships** are necessary and strategies for developing those partnerships.
- ❑ Identify areas for developing **data sharing practices and feedback loops** between all levels, including identifying **how family and community needs can be shared** ongoing across the different levels of the Framework to inform services and supports.

Community Pathway Framework



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Create a Sustainable Foundation for Implementing Community Pathways

PURPOSE:

Informed by those with lived experience, establish an equitable integrated system with the foundational elements needed for creating local community pathways.

Community involvement should be embedded in activities across all levels unless otherwise noted.

COMMUNITY	CPP LEADS	STATE
<ul style="list-style-type: none"> <input type="checkbox"/> Communicate regularly with and participate in the local governance structure <input type="checkbox"/> Identify, assess, support, sustain, and build upon existing networks, services, and supports <input type="checkbox"/> In collaboration with individuals with lived experience, identify opportunities to improve family access to concrete supports <input type="checkbox"/> Collaborate with CPP Leads to expand the evidence-base for services, informed by family and community needs <input type="checkbox"/> Develop and continuously monitor a training plan <input type="checkbox"/> Develop an internal fiscal inventory and a sustainability plan 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and implement a local governance structure (in alignment with requirements in <u>All County Letter 22-23</u>) that reflects the community being served <input type="checkbox"/> Create an invoicing structure with local providers that are responsive to the needs of all providers <input type="checkbox"/> Establish and monitor a county or Tribe training plan that is clear on the intended audience and includes peer learning opportunities <input type="checkbox"/> Create a plan to oversee model fidelity <input type="checkbox"/> Develop a fiscal inventory and sustainability plan that includes county-level and regional public and private funding that can be used for prevention efforts <input type="checkbox"/> Create and disseminate a communication plan for sharing information and data with the local Community 	<ul style="list-style-type: none"> <input type="checkbox"/> Implement a governance structure that centers the voices of community members and those with lived experience <input type="checkbox"/> Incorporating the varying needs and contexts of CPP Leads and the Community, establish an approach for Training and Technical Assistance <input type="checkbox"/> Informed by community inclusive of individuals with lived expertise, establish common definitions for a Community Pathway <input type="checkbox"/> Develop structures and guidance for funding and sustainability <input type="checkbox"/> Develop and provide guidance on a statewide fiscal inventory that identifies state-level funding to support and sustain community pathways <input type="checkbox"/> Create a communication strategy for sharing information with CPP Leads and the Community

Develop Cross-Sector Partnership Agreements

PURPOSE:

To establish and/or leverage partnerships with a collective vision for providing equitable services and supports to families through “no wrong door”.

Community involvement should be embedded in activities across all levels unless otherwise noted.

COMMUNITY

CPP LEADS

STATE

- ❑ Nurture and sustain current partnerships, while identifying opportunities for new partnerships to support and sustain a Community Pathway

- ❑ Implement candidacy determination, risk assessment, and safety monitoring protocols with ongoing input by Community members
- ❑ Establish additional Memorandum of Understandings (MOUs) (as necessary) for cross-collaboration and improving access to services and supports for families
- ❑ Establish relevant contracts for service delivery (i.e., Evidence-Based Program (EBP) Developers)

- ❑ Informed by community inclusive of lived experts, establish an assessment process for identifying needs and risk, safety monitoring, and candidacy determination
- ❑ Select, develop and/or modify contracts and MOUs with local providers and AB 2083 Interagency Leadership Teams (ILTs) (as needed), to meet the needs of the Community
- ❑ Incorporate ICPM while including local AB 2083 ILTs and Community members in prevention planning
- ❑ Establish a process for overseeing Family Well-Being Plans
- ❑ Create a roadmap for leveraging funds from partner agencies (e.g., Managed Care Plans)
- ❑ Co-create (with providers) peer learning, leadership and infrastructure capacity building opportunities, including building parent/caregiver leadership

- ❑ Leverage existing partnerships, such as AB 2083
- ❑ Incorporate Integrated Core Practice Model (ICPM) into partnerships
- ❑ Identify opportunities for statewide partnerships, inclusive of existing State Initiatives, to support and sustain FFPS and community pathways, including partnerships with local communities and lived experts
- ❑ Provide guidance to County CPP Leads on contracting with Tribes to provide Community Pathway services, including clarification that waivers of sovereign immunity are not required
- ❑ Cross-sector state partners communicate to local county-level teams about the importance of involvement in Community Pathways

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Establish Internal Procedures

PURPOSE:

To create the day-to-day procedures and operations that are culturally responsive to the needs of Tribes, communities, families, and their children, and that allow for the creation of equitable and sustainable community pathways.

Community involvement should be embedded in activities across all levels unless otherwise noted.

COMMUNITY	CPP LEADS	STATE
<ul style="list-style-type: none"> <input type="checkbox"/> Informed by community inclusive of lived experts, establish internal protocols for implementing county risk & safety monitoring requirements <input type="checkbox"/> Develop and implement procedures / practices that move towards community supporting efforts and away from reporting to child welfare, when there are not immediate concerns of safety and risk can be mitigated by additional services and supports. <input type="checkbox"/> In coordination with Tribes and community members, develop intake and referral procedures, as well as procedures for family service coverage to allow ease in accessing services <input type="checkbox"/> Identify a process for sharing data, including family-specific needs (with family input), with the Title IV-E agency, community members and the public, and community partners, to inform the array of services and supports 	<ul style="list-style-type: none"> <input type="checkbox"/> Informed by the Community and, specifically, lived experts, establish internal processes for conducting feedback loops with the Community <input type="checkbox"/> Co-create (with providers) procedures for ongoing reporting of service information, model fidelity, and outcome measures <input type="checkbox"/> Identify a process for sharing data with CDSS, including sharing information learned from the Community on family needs <input type="checkbox"/> Co-create (with providers) internal invoicing procedures for assessing individual service cost <input type="checkbox"/> Informed by the communities served, establish internal procedures that reflect considerations for the people impacted by the multiple systems of oppression 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish an internal communication strategy that shares information across all levels, including local Communities <input type="checkbox"/> Identify a process and develop guidance for ongoing data collection and analysis <input type="checkbox"/> Review and reassess the 5-Year State Prevention Plan ongoing to modify, as needed (in relation to the CQI process), informed by lived experts and family-specific needs <input type="checkbox"/> Develop and implement internal training for staff across CDSS and statewide partner agencies (i.e., Department of Education, etc.)

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Identify Services and Deliver with Equitable Access

PURPOSE:

To create a local equitable service array that meets families’ needs where they are at, creates ease in access to services and supports, and is driven by ongoing assessment of reach (i.e., *did we reach the intended audience?*), outcomes (i.e., *is anyone better off?*), and disproportionality (i.e., *are disparities being reduced and prevented?*).

Community involvement should be embedded in activities across all levels unless otherwise noted.



- Ensure inclusion of lived experts throughout all processes of identifying and delivering services / supports
- Ongoing collaboration with Tribes in the local area

- Implement common definitions for a Community Pathway
- Identify additional gaps and inform the CPP Lead on additional culturally relevant services, concrete supports, and additional services, as necessary
- Active outreach and engagement to families and other providers for ensuring families have access to the specific services and supports and ensuring those services and supports are streamlined
- Establish a process for continuing to provide services once FFPS candidacy ends, but a family continues to receive a service/support
- Ensure services provided are addressing/reducing disparities in the system.

- Implement common definitions for Community Pathways to ensure ease in accessing services/supports
- Conduct ongoing gap analyses informed by the CQI process and in collaboration with the community on service array needs, including prioritizing culturally relevant services, concrete supports, and additional services
- Provide training to the Community staff in understanding the title IV-E (*child welfare, Probation, Tribes w/ IV-E agreements*) system that supports a shift in mindset.
- Conduct Intentional outreach to a diverse group of community providers to encourage engagement in FFPS to ensure equitable access to services that match the diversity of families to be served.
- Ensure technical assistance is available to providers to meet model fidelity requirements
- Co-create flexible contracting procedures with the community and Tribes including flexible requirements to meet the Community needs
- To the extent possible, build on existing services.
- Identify a centralized referral platform (as possible) to connect families to services and supports

- Provide common definitions for Community Pathways to ensure ease in accessing services/supports
- Conduct annual reassessment of the array of services and supports to update the 5-Year State Prevention Plan accordingly
- Engage in tribal consultation statewide in the creation of all guidance and best practices for the Community Pathway
- Encourage CPP leads to be flexible in their procurement and contracting processes, including contracting with Tribes, that allows for improving opportunities for community participation, particularly with non-traditional, faith-based and grassroots organizations.

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Collect and Report Outcomes

PURPOSE:

To establish mechanisms that allow for collecting and sharing community-driven data on reach, capacity, outcomes, fidelity (as applicable), and disproportionality to inform continuous quality improvement (CQI) analyses at the different levels.

Community involvement should be embedded in activities across all levels unless otherwise noted.



- ❑ Ensure confidentiality mechanisms are established to protect Personal Identifying Information (PII) of service recipients

- ❑ Coordinate with program developers, including program purveyors, to ensure ongoing model fidelity & outcome assessment, including tracking and reporting of data and reports collected by the program developers
- ❑ Collect service data and information for comprehensive prevention services (beyond EBPs)
- ❑ Submit data to the appropriate Title IV-E Agency, including Tribes with IV-E Agreements, to track the minimum de-identified data requirements for federal reimbursement and candidacy approval.
- ❑ Conduct ongoing assessment of the data being collected to ensure data collected is meaningful and responsive to family needs

- ❑ Develop county- and Tribe-specific outcomes based on the service array and identified populations
- ❑ Ensure family feedback is collected ongoing on services and supports received and if they are meeting their needs
- ❑ Submit data to CDSS
- ❑ Co-develop (with Community input) a communication strategy for sharing with Tribes and families what data is being collected, how it will be used, and how it will be protected.
- ❑ In collaboration with the Community, conduct ongoing assessment of the data being collected to ensure data is meaningful and responsive to family needs

- ❑ Establish statewide outcomes for community pathways
- ❑ Establish data requirements and communicate best practices
- ❑ Establish a mechanism for reporting individual case data (i.e., CARES Provider Portal)
- ❑ Submit data to the federal Administration for Children and Families (ACF)

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Conduct Ongoing CQI Analysis

PURPOSE:

To establish processes via the multiple levels (State, CPP Leads, Community) for conducting ongoing re-assessment of services and supports, activities, and data collection.

Community involvement should be embedded in activities across all levels unless otherwise noted.



- Make changes to the established foundational elements (step 1) and service array based on CQI analysis, as needed
- Incorporate qualitative assessment of satisfaction with services in the CQI process, including challenges and recommendations for change (focus groups, surveys, interviews)

- Develop of a clear CQI process and timeframe for conducting such analysis
- Ensure continuous assessment of disproportionality and equitable access
- Establish CQI processes that incorporates the perspectives of direct service staff

- Develop a clear CQI process and timeframe for conducting such analysis
- Ensure continuous assessment of disproportionality and equitable access
- Ensure a communication plan for sharing data analysis with the Community in a digestible manner
- In collaboration with the Community and families, test program reach and capacity to determine the Community Pathway is reaching the intended audience(s)
- In collaboration with the Community and families, modify existing and test new projects/programs while piloting new approaches
- Ensure the engagement of individuals with lived expertise, Tribes, and direct staff in review and analysis of data

- Provide guidance on a statewide CQI Plan that establishes a clear CQI process, incorporating feedback loops with CPP Leads and the Community
- Ensure tribal engagement and stakeholder review of reports and guidance pertaining to CQI to inform continuous assessment of disproportionality and equitable access to services and supports
- Assess ongoing changes to the 5-Year State Prevention Plan to include new EBPs and/or remove those that are not reaching the intended audience(s), or that are not having the planning impact.
- Ensure a communication plan for sharing data analysis with the Community in a digestible manner
- Ensure a communication plan for sharing data analysis with the Community that is meaningful and understandable