

## Quarterly Report for Child Welfare and Juvenile Services

<b>Lead Agency Name:</b> CEDARS		
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<b>Quarter</b>	<b>Reporting Periods</b>	<b>Due Dates</b>
<input type="checkbox"/> Quarter 1	(July 1) Nov 1– December 30	January 15
<input type="checkbox"/> Quarter 2	January 1 – March 31	April 15
<input type="checkbox"/> Quarter 3 &4	April 1 – May 30	June 15
<input checked="" type="checkbox"/> <b>Quarter 4 (update)</b>	<b>April 1 – June 30</b>	<b>July 15</b>
<b>Date Submitted:</b> July 15 <sup>th</sup> , 2010		<b>Date Received:</b>

### 1) Quarterly Summary

#### *a) General Overview (Broad Description of Accomplishments and Barriers during the quarter)*

Accomplishments:

FIRST QUARTER. CEDARS has been working over the past two quarters on a variety of teams both internal and external to the organization to facilitate the transition of work due to Nebraska's Child Welfare & Juvenile Justice Reform. Much work occurred within each of these teams to create the infrastructure for carrying out the work of Child Welfare and Juvenile Services in Nebraska. This is further elaborated on in the next section.

While great changes were occurring in the overall Child Welfare & Juvenile Justice System, major reorganization was also occurring within the CEDARS organization. CEDARS went from an organization of 257 full-time employees (441 total of full-time, part-time and temporary) employees to our current number of 325 full-time employees (or 502 total of full time, part-time, and temporary). While CEDARS had a long history of providing quality residential services to children in a variety of settings, and in serving private families in a number of upfront preventative services, our experience in delivering Safety and In-Home services was new to the agency as of July of 2008. As a result the Safety and In-Home Service Area has undergone rapid growth and development. Much attention has been paid to developing our staff, and improving processes and procedures to best serve our families. CEDARS has a full calendar for meeting the ongoing training needs of the organization, this is best described in Section 8 below.

In addition to the Safety & In-Home staff development CEDARS has hired and trained 55 Service Coordinators who are now ready to perform their functions and work with families. Their training has

included the 19 days of DHHS training as well as an additional compliment of CEDARS sponsored training sessions.

CEDARS has been building the infrastructure to absorb the work being contracted by DHHS. This is best described in Section 2 below and organizational charts are included for Service Coordination and Safety & In-Home Services.

CEDARS has opened four offices located in Lincoln, Seward, Beatrice, and Nebraska City. All four of the offices have been open since October and are fully functioning. Additionally, we have added a number of staff to better handle the work of recruiting, training and supporting our resource families in foster care. This Service Area has also had experienced a rapid influx of workload going from 70 youth placed in CEDARS foster care in early November to 172 in early January 2010.

Strong relationships have been developed with a number of key service organizations throughout the Service Area. These are identified in section 1(b) and a subcontract arrangement has been established or is still being negotiated. Additionally CEDARS has developed approximately 180 letters of agreement to continue services for children and families as they transition to CEDARS and the other two lead organizations in the Southeast Service Area. These include being the provider of services for other lead agencies as well as purchasing services from other community partners. We continue to collaborate with our community providers of mental health services, substance abuse services, domestic violence services, law enforcement, schools, shelters, community distribution centers, multi-cultural centers, community action, county health departments, probation departments, the legal community, etc. throughout the Southeast Service Area on behalf of the families we are serving. This has included a numerous meetings with other providers and key stakeholders in one-to-one and group meetings to better understand how we can work collaboratively.

During this quarter CEDARS continued to be active in:

- Human Service Federation which is comprised of 125 Human Service Organizations Lancaster County and Southeast Nebraska
- Children and Families Coalition of Nebraska (CAFCON)
- Nebraska Association of Homes & Services for Children (NeAHSC)
- Stop Abuse Coalition & other Community Service Initiative (CSI) planning teams

In addition CEDARS participates in an ad hoc group addressing the cross system issues of domestic violence and child abuse. Other participants include key stakeholders in the southeast service area for both systems with CEDARS being the only child welfare and juvenile justice provider at the table.

With DHHS and the other lead agencies CEDARS has also participated in CQI workgroups through out this time period. We are grateful to have the opportunity to shape the CQI efforts that will take place with the contract and help CEDARS work on the mini CFSR's, the Family Team Meeting Observations, evidence based practices, the report requirements, customer satisfaction and maintain the full scope of our quality improvement activities for our COA accreditation. Additional staff have been hired within PQI to help support these activities. And PQI has grown from three full-time staff to six full-time staff within the past year. In addition Families Inspiring Families signed a subcontract with CEDARS to conduct the Wraparound Fidelity Index (WFI) evaluations and will start administering those in January 2010.

CEDARS staff participated in the following special trainings that resulted from the CQI activities: CRSR training, Human Resources report related training, quality assurance related to Home Studies and evidence-based practice training.

## SECOND QUARTER.

By January 30, 2010 all cases had been transferred to the lead organizations from DHHS for the Southeast Service Area. In this quarter:

CEDARS has hired and trained our Service Coordination workforce. Ongoing pre-service training needs are now related to refilling positions.

CEDARS intake procedures were refined and staff maintained coverage 24 hours a day, 7 days a week.

Caseloads were averaging 10 per Service Coordinator with some exceptions, but all were under the maximum of 16 cases per Service Coordinator.

Supporting divisions throughout the CEDARS agency were continuing the work of developing infrastructure to support ongoing training needs, tracking the utilization of services, QA of Pre-treatment Assessments from community providers, cross checking that proper procedure and documentation were occurring in case records and NFOCUS, monitoring financial considerations, improving forms, reports and processes to facilitate communication between divisions within CEDARS, our subcontractors, and DHHS case management/administration.

617 families were served.

Forty Three families serviced moved to aftercare during the 2nd quarter (eight families had moved to aftercare during the November and December of 2009 time period).

294 are currently served by the foster care program (more than a threefold increase from prior to the reform).

Case staffing of each child housed in the Emergency Shelter was instituted to reduce length of stay for these youth. Prior to beginning this process almost every child in the shelter had been there 30 days or longer. At one point, no child was there over 30 days. While that may not be the case at all points in time, the goal remains that all children are below 30 days in shelter care and that most children are there under two weeks.

CEDARS became the lead organization for WICS and assisted with the safety plan and monitoring of this group home for girls in partnership with WICS and DHHS. This facilitated their reopening in Lincoln during this quarter.

We continue to collaborate with our community providers of mental health services, substance abuse services, domestic violence services, law enforcement, schools, shelters, community distribution centers, multi-cultural centers, community action, county health departments, probation departments, the legal community, center for people in need, etc. throughout the Southeast Service Area on behalf of the families we are serving. This has included a numerous meetings with other providers and key stakeholders in one-to-one and group meetings to better understand how we can work collaboratively. For example, in this quarter we met with Bryan LGH West Hospital leadership and shared information summarized at that meeting with DHHS and the other lead organizations regarding planning for youth discharging from the hospital. We summarized a phone call with DHHS, Administration for Developmental Disabilities and distributed this to DHHS and all lead organizations.

We met with CenterPointe administration, for meeting PTA needs and connection to newly developing out patient services.

We continue meeting with the local 1184 Treatment Team, Eyes of the Child Court Improvement Project meetings, Human Service Federation membership and executive committee, Children and Families Coalition of Nebraska (CAFCON), Nebraska Association of Homes & Services for Children (NeAHSC), Stop Abuse Coalition & other Community Service Initiative (CSI) planning teams, and housing program meetings through Region V. In addition CEDARS participates in an ad hoc group addressing the cross system issues of domestic violence and child abuse. Other participants include key stakeholders in the Southeast Service Area for both systems. CEDARS initiated the involvement of Visinet and KVC in this group during this quarter.

Strong relationships have been developed with a number of key service organizations throughout the Service Area. These are identified in section 1(b) and a subcontract arrangement has been established or is still being negotiated. Additionally, CEDARS has now developed approximately 408 letters of agreement to continue services for children and families as they transition to CEDARS and the other two lead organizations in the Southeast Service Area. These include being the provider of services for other lead agencies (163) as well as purchasing services from other community partners, (245).

With DHHS and the other lead agencies CEDARS has also participated in CQI workgroups through out this time period. We are grateful to have the opportunity to shape the CQI efforts that will take place with the contract and help CEDARS work on the mini CFSR's (with other Leads and DHHS, CEDARS completed one mini CFSR in February), the Family Team Meeting Observations (helped test the instrument and train other providers), evidence based practices, the report requirements, customer satisfaction and maintain the full scope of our quality improvement activities for our COA accreditation. Additional staff have been hired within PQI to help support these activities. PQI has grown from three full-time staff to six full-time staff within the past year. In addition, Families Inspiring Families signed a subcontract with CEDARS to conduct the Wraparound Fidelity Index (WFI) evaluations and administered 19 random (truly random of families) and 42 implementation (specifically targeting service coordination staff) evaluations in this quarter.

With DHHS supervisors and administrators, CEDARS Service Coordinators, Managers, and Directors, staffed 108 cases together, in an effort to move the planning forward for these families and explore the costs associated with serving these families looking for efficiencies when possible.

THIRD AND FOURTH QUARTER:

Regrettably, on April 1, 2010 CEDARS announced to DHHS, other lead organizations, our staff, and partners that we were providing 90 day notice to terminate our contract. Our staff continued to work diligently with the families we were assigned to. Our focus has been to offer quality services for as long as needed, but not longer. We wanted to mirror the Service Area goals related to moving active cases to closure when the time is right. SESA hoped to see progress in case numbers diminish by a net of 18 cases per month. As we were providing Service Coordination for 1/3 of the cases in our area, we set the target at -6/month. We began seeing a turn in this quarter from the constant climbing case numbers of prior quarters. Below is a summary of April and May Data, along with a charting of progress on this goal since the transitioning of cases began.

April 2010	Total Active Cases at end of Month	499
	Cases Transferred from HHS to CEDARS	0

Send to Service Area Contract Liaison and Administrator  
Central Office CQI/OPS

	SC Cases called in through the PRL	20
	SC Cases transferred to Aftercare	21
	SC Cases closed or transferred out of the Service Area	4
	New PRL Cases minus Aftercare/Closed/Transferred	-5
	Total Active Cases added in Month	-5
	Total One-Time Services during the month	6

\* As agreed to by DHHS CEDARS Intake took no PRL calls from 4/2/10 through 4/11/10 while the transition planning began. Based on our experience to date, taking calls during this time would have resulted in 8 additional cases, leaving us at a Net +3, still an improvement.

As of May 31, 2010:

We gained a net of 6 total active cases in May.

May 2010	Total Active Cases at end of Month	505
	Cases Transferred from HHS to CEDARS	0
	SC Cases called in through the PRL	26
	SC Cases transferred to Aftercare	18
	SC Cases closed or transferred out of the Service Area	2
	New PRL Cases minus Aftercare/Closed/Transferred	+6
	Total Active Cases added in Month	+6

Here is a copy of a table that is on the Master List on the Statistics Tab. It updates daily even if the Service Delivery Director has not been informed of a case transferring to Aftercare until many months later. It also shows our numbers so far through June.

Net Cases Opened	Goal	Dif	Tot Act Cases
Nov-09	27	-6	33
Dec-09	20	-6	26
Jan-10	13	-6	19
Feb-10	14	-6	20
Mar-10	12	-6	18
Apr-10	-5	-6	1
May-10	6	-6	12
Jun-10	-3	-6	3
	<u>84</u>	<u>-48</u>	<u>132</u>

Additionally, we provided Foster Care services to 355 unique children in April and May.

We continue meeting with the local 1184 Treatment Team, Eyes of the Child Court Improvement Project meetings, Human Service Federation membership and executive committee, Children and Families Coalition of Nebraska (CAFCON), Nebraska Association of Homes & Services for Children (NeAHSC), Stop Abuse Coalition & other Community Service Initiative (CSI) planning teams, and housing program meetings through Region V. In addition CEDARS participates in an ad hoc group addressing the cross system issues of domestic violence and child abuse.

Strong relationships through subcontracts had been developed with a number of key service organizations throughout the Service Area. These are identified in section 1(b). Additionally, CEDARS has now developed approximately 644 Letters of Agreement to continue services for children and families as they transition to CEDARS. These include being the provider of services for other lead agencies (188) as well as purchasing services from other community partners (456).

During this Quarter, the environment changed again when Visinet's contract as a lead agency in the Southeast Service Area abruptly terminated. Transition planning and responding to immediate needs of the families served by this organization took primary attention for DHHS who began provision of Service Coordination for these families again. CEDARS did sign contracts with DHHS to provide supportive services for the families referred to us.

CEDARS continued to meet the requirements of the contract while developing transition planning to KVC as the lead organization that indicated they would absorb the Service Coordination for families currently served by CEDARS. The actual case transfers are scheduled for July 1, 2010. We continued to take new cases through the Provider Referral Line throughout this quarter. We maintained staff to family ratios. Each coordinator carried an average of 11 active case and 2 aftercare cases.

PQI had been scheduled to assist with the second mini-CFSR in late April; however, it was determined that the time would be better spent in activity relating to the transfer of families. CEDARS PQI staff have regularly been pulling data from N-FOCUS. This information is valuable and helps CEDARS manage Service Coordination. It is great to have the information available. The subcontract with Families Inspiring Families continues and Wraparound Fidelity Index (WFI) continue to be administered. There were a total of 44 total families randomly chosen to assess Wraparound Fidelity; 22 in April and 22 in May.

As CEDARS worked to remediate the barriers related to the impending lack of financial viability of the contract, a strategy was implemented to staff families that were above a \$3500 per month threshold for service delivery, nearly 3x what the average service delivery expenditure would be to make the contract work. At this point in time there were 108 families at \$3500+ identified out of approximately 500 families. These staffings were conducted in collaboration with DHHS and occurred over a two week period, facilitated by PQI staff. While these meetings were helpful in firming up case plans and decreasing service delivery where it could be reduced safely, unfortunately this proved inadequate as a singular strategy to turn the tide of the financial losses attributed to the contract.

FOURTH QUARETER (UPDATE):

In the Month of June, CEDARS accepted 21 calls through the PRL, moved 21 cases into aftercare and closed or transferred 4 additional cases.

June 2010	Total Active Cases at end of Month	500
	Cases Transferred from HHS to CEDARS	0
	SC Cases called in through the PRL	21

Send to Service Area Contract Liaison and Administrator  
Central Office CQI/OPS

	SC Cases transferred to Aftercare	21
	SC Cases closed or transferred out of the Service Area	4
	New PRL Cases minus Aftercare/Closed/Transferred	-4
	Total Active Cases added in Month	-4
	Total One-Time Services during the month	7

In April we began seeing our total open cases decline, and June was our most successful month to date. Trend data is found in the following table.

Net Cases Opened/Closed	Goal	Dif	Tot Act Cases
Nov-09	27	-6	33
Dec-09	20	-6	26
Jan-10	13	-6	19
Feb-10	14	-6	20
Mar-10	12	-6	18
Apr-10	-3	-6	3
May-10	5	-6	11
Jun-10	-4	-6	2
	<u>84</u>	<u>-48</u>	<u>132</u>

Additionally, we provided Foster Care services to 322 unique children in June.

We continue meeting with the local 1184 Treatment Team, Eyes of the Child Court Improvement Project meetings, Human Service Federation membership and executive committee, Children and Families Coalition of Nebraska (CAFCON), Nebraska Association of Homes & Services for Children (NeAHSC), Stop Abuse Coalition & other Community Service Initiative (CSI) planning teams, and housing program meetings through Region V. In addition CEDARS participates in an ad hoc group addressing the cross system issues of domestic violence and child abuse.

Strong relationships through subcontracts had been developed with a number of key service organizations throughout the Service Area. These are identified in section 1(b). Additionally, CEDARS has now developed approximately 658 Letters of Agreement to continue services for children and families as they transition to CEDARS. These include being the provider of services for other lead agencies (190) as well as purchasing services from other community partners (468).

CEDARS continued to meet the requirements of the contract while developing transition planning to KVC as the lead organization that indicated they would absorb the Service Coordination for families currently served by CEDARS. The actual case transfers are scheduled for July 1, 2010. We continued to take new cases through the Provider Referral Line throughout this Month to the last day. We maintained staff to family ratios. Each coordinator carried an average of 11 active case and 3 aftercare cases.

The subcontract with Families Inspiring Families continued and Wraparound Fidelity Index (WFI) continue to be administered. There were a total of 22 total families randomly chosen to assess Wraparound Fidelity in June.

*Barriers:*

FIRST QUARTER. The challenges we have faced relate to the monumental reform effort taking place in a condensed period of time. There are many demands on our professional staff's time to cover the day to day work as well as developing infrastructure and procedures for doing the work in a new way. We continue to advertise for quality staff, provide the training necessary to begin the work, and increase the ongoing training availability with the increased demand. One of the biggest challenges in all of this work is keeping open lines of communication with all the parties involved in this work at the systems level and at the individual family level.

We will continue to work on ways to assure such open communication. During this transition, it has been difficult working under two separate "ways of doing things", the contract for Safety and In-Home Services and the stand alone contracts for shelter, foster care and group home care (also know as "the old world") and the new contract which involves Service Coordination and a bundled approach to service delivery (also known as "the new world"). This involves not only our methods of service delivery, but our methods of billing, reporting and other requirements of the work.

We are anxiously awaiting February 1, 2010 when we will be fully implemented and acclimated to the "new world" Child Welfare & Juvenile Justice Reform initiative and can devote all of our energies and attention to one system for the upcoming months.

Gaining access to N-FOCUS has been somewhat problematic as has been the lack of access to information regarding the reports that will be available via N-FOCUS.

SECOND QUARTER.

The primary barrier in implementation of this contract has been related to challenges in financing the services in accordance with contractual requirements and the inherent child welfare systemic changes that would need to take place quickly in order to make the agreement viable. There were a number of factors outside of our ability to influence needed change in any short-term time frame. Given the rate of expenditures and projected losses to our organization, we believed we had to make the difficult decision to provide notice to DHHS and terminate this agreement. Notice was given on April 1, 2010 and the contract is to terminate on June 30, 2010.

THIRD QUARTER AND FOURTH QUARTER.

No change.

FOURTH QUARTER (UPDATE FOR JUNE)

No change.

*b) Description of Strategic Partnerships /Collaborations (Accomplishments and Barriers in Collaborating / Partnering, Community Engagement, and Subcontractor Management)*

FIRST QUARTER. Various staff at CEDARS have participated on numerous teams during this time of revamping the system including:

TEAM NAME	STAFF MEMBER	POSITION HELD AT CEDARS
Statewide Transition Team	Jim Blue	President & CEO
	Cindy Rudolph	Chief Financial Officer

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Central Office CQI/OPS

	Katie McLeese Stephenson Betty Medinger	Chief Operating Officer Director of Service Delivery
Southeast Service Area Transition Team	Betty Medinger Katie McLeese Stephenson	Director of Service Delivery Chief Operating Officer
Statewide Contract Work Team	Katie McLeese Stephenson	Chief Operating Officer
Southeast Service Area Implementation Team	Betty Medinger	Director of Service Delivery
Policy Team	Betty Medinger	Director of Service Delivery
Communications Team	Betty Medinger	Director of Service Delivery
N-FOCUS Team	John Mader	Director of Program Evaluation and Performance & Quality Improvement (PQI)
Quality Assurance Team & Contract Monitoring Team	John Mader	Director of Program Evaluation and PQI
Training Team	Marti Beard Ruthi Thompson	Director of Service Delivery Staff Development Director

Additionally, CEDARS has facilitated regular meetings to discuss partnering and subcontracting with a number of key service providers throughout the Southeast Service Area. These meetings have been critical to keep these key stakeholders apprised of the reform process, and assure participation in the structuring of processes and relationships as we moved forward in improving services for children and families in our area. As a result of these meetings we have obtained approval for, and finalized subcontracts with Christian Heritage, Epworth Village, Families Inspiring Families and the Healthy Families Project. Contracts are under negotiation with Grace Children's Home, Lutheran Family Services, The Mediation Center, NFAPA, The Resolution Center and WICS.

Under the leadership of the Southeast and Eastern DHHS, CEDARS provided training and information on our best practice models to DHHS staff in these two service areas through meetings arranged at Mahoney State Park in June of 2009. We again had the opportunity to present on our Evidence Based Practices on two occasions for the Southeast Service Area in the fall. Additionally, CEDARS participated in community meetings with all the Judges and local stakeholders throughout the Southeast Service Area as arranged by DHHS local CFS leadership. This included 10 meetings in the rural counties and several meetings in Lincoln/Lancaster County as arranged through the Eyes of the Child Initiative and the Lancaster County Human Services Office. CEDARS also participated on a panel presentation at the Eyes of the Child Summit in Grand Island in September 2009 and at the Commission for the Protection of Children Meeting in December 2009.

SECOND QUARTER. During the second quarter CEDARS continued to participate on several teams that held regular meetings with a statewide group or within the service area regarding implementation and planning issues. The Statewide Contract Peer Review Team commenced during this quarter. The work teams and membership included:

TEAM NAME	STAFF MEMBER	POSITION HELD AT CEDARS
Statewide Transition Team	Jim Blue Cindy Rudolph Katie McLeese Stephenson Betty Medinger	President & CEO Chief Financial Officer Chief Operating Officer Director of Service Delivery
Southeast Service Area	Betty Medinger	Director of Service Delivery

Transition Team	Katie McLeese Stephenson	Chief Operating Officer
Statewide Contract Work Team	Katie McLeese Stephenson	Chief Operating Officer
Statewide Contract Peer Review Team	Katie McLeese Stephenson Alternates: Jim Blue Betty Medinger	Chief Operating Officer  President & CEO Director of Service Delivery
Southeast Service Area Implementation Team	Betty Medinger	Director of Service Delivery
Policy Team	Betty Medinger	Director of Service Delivery
Communications Team	Betty Medinger	Director of Service Delivery
N-FOCUS Team	John Mader	Director of Program Evaluation and Performance & Quality Improvement (PQI)
Quality Assurance Team & Contract Monitoring Team	John Mader	Director of Program Evaluation and PQI
Training Team	Marti Beard Ruthi Thompson	Director of Service Delivery Staff Development Director

Additionally, CEDARS has continued to facilitate monthly meetings to discuss partnering and subcontracting with a number of key service providers throughout the Southeast Service Area. These meetings have been critical to keep these key stakeholders apprised of the reform process, and assure participation in the structuring of processes and relationships as we moved forward in improving services for children and families in our area. Our primary partners that participate in these meetings have included:

- Christian Heritage
- Epworth Village
- Families Inspiring Families
- Healthy Families Project
- Grace Children’s Home
- Lutheran Family Services
- The Mediation Center
- NFAPA
- The Resolution Center
- WICS

During this quarter a contract was finalized with NFAPA to support foster homes. Contracts were finalized and being reviewed by Lutheran Family Services and WICS at the time that CEDARS provided notice of contract termination. A barrier to the development of a contract with the Mediation Center and Resolution Center was the issue of subcontractors further subcontracting. This has been resolved with the Sponsors and would have resulted in a successful subcontract relationship between CEDARS and these entities.

Additionally CEDARS continued participation during this quarter in the ad hoc team working on domestic violence and child protective service issues, the Stop Abuse Coalition, Commission for the Protection of Children, Human Services Federation, Nebraska Association of Homes and Services of Children and the Child and Family Coalition of Nebraska.

CEDARS also provided extensive oversight and assistance to WICS Group Home during the quarter as the monitor for their safety plan put in place following the CPS investigation after the fire that was set in their residence. This included assistance from human resources, finance, training and weekly on site visits.

CEDARS has participated in weekly placement calls with KVC and Visinet during the quarter for youth in shelter in need of placement. CEDARS has also worked with KVC and Visinet in regular meetings on resource development issues for the service area. In addition CEDARS has met monthly with the other lead agencies regarding efficiencies and problem resolution.

Along with the other four lead agencies CEDARS participated in a meeting this quarter requested by the lead agencies with Magellan Behavioral Health, Medicaid and Children and Family Services regarding utilization and authorization issues for youth and families served under the Child Welfare and Juvenile Justice Reform Contract.

Key staff at CEDARS participated in a number of breakfasts and receptions with State Senators this quarter. At the NeAHSC legislative breakfast held at the Capitol CEDARS was represented by a youth in state custody, an Assistant Program Manager for the Shelter, a Service Coordination Manager, the Director of Service Delivery and Chief Operating Officer.

#### THIRD AND FOURTH QUARTER:

CEDARS has been working diligently with KVC and DHHS to transition over 600 active and aftercare families to KVC July 1, 2010. This transition process has included weekly meetings regarding maintaining continuity of service and service coordination whenever possible and have involved details concerning staff, space, and case records. In addition, CEDARS has been working with KVC regarding future service contracts and a verbal agreement regarding rates has been reached. Many Service Coordinators intend to transition to KVC when they received a signed contract from DHHS for the families currently working with CEDARS. In addition to the continuity of service coordination whenever possible, CEDARS will continue to provide direct services to the children and families to maximize continuity in their lives.

CEDARS continues its relationship with the following subcontractors and have discussed and made decisions issues relating to winding down their formal "partnership" on July 1st or within a couple weeks after that date.

- Christian Heritage
- Epworth Village
- Families Inspiring Families
- Healthy Families Project
- Grace Children's Home
- Lutheran Family Services
- The Mediation Center
- NFAPA
- The Resolution Center
- WICS

In addition CEDARS has maintained an active role in a variety of community based organizations during this quarter including the Human Service Federation, CAFCON, NeAHSC and the ad hoc group meeting on the co-occurrence of child abuse and domestic violence. CEDARS believes that its good

working relationships with the community and DHHS will result in the successful transition of cases and closure of this contract.

#### FOURTH QUARTER (UPDATE FOR JUNE)

During the month of June CEDARS focused its efforts on the transition of the 600 families to KVC for Service Coordination and after care. This involved regular meetings with administrative staff from both agencies to determine the plan and follow-up on a number of activities. Staffings occurred for families if the Service Coordinator did not intend to transfer to KVC. Written materials were provided to KVC for all families to ease in the transition.

CEDARS participated in the monthly Southeast Service Area Protection & Safety Supervisors meeting to review the transition plan and respond to any concerns or questions regarding this from DHHS.

In addition there were meetings held with CEDARS subcontractors to verify expectations regarding billing and documentation and to be responsive to questions that they had.

#### *c) Results of the utilization of identified service models*

FIRST QUARTER. CEDARS attended Evidence Based Practice (EBP) training November 3, 2009. We submitted our Quick Indicator Binder for all EBP and Non EBP Practices by December 1, 2009. CEDARS has conducted over a dozen trainings related to EBP's, purchased materials, created user guides, and established or are in the process of establishing policies and procedures and databases to support implementation of all of our programs. Please note more detailed information below.

SECOND QUARTER. We began Nurturing Parenting in March. The Wraparound Fidelity began to be assessed in January. The use of the Homebuilders model has been ongoing. Ongoing trainings have taken place for Non EBP's. Please see Section 9 on EBP/Non EBP for details.

#### THIRD AND FOURTH QUARTER.

We continued implementing all Evidence Based and Non-Evidence Based Practices through the end of the contract, June 30th, 2010.

#### FOURTH QUARTER UPDATE

The contract ended June 30<sup>th</sup>, 2010 and Evidence Based Practices as outlined in the contract are under revision.

#### *d) Future Plans / Next Steps*

#### FIRST QUARTER:

In the next Quarter, CEDARS will:

- Continue to focus on staffing and training in our Service Coordination and Safety and In-Home Services Teams.
- Continue to develop and carry out training for our staff on best practices being used by CEDARS, and other essential trainings identified by DHHS and CEDARS.
- Continue to develop processes and communication among all subcontractors, with DHHS and other lead agencies, and with families, courts and other stakeholders.

- Continue to develop our processes to track and manage services and resources, using our supervisory staff, management processes, PQI staff and systems.
- Implement the mini CRSR process in February
- Implement the Family Team Meeting observations.
- Implement WFI-4 through Families Inspiring Families.
- Continue to expand evidence-based practices.
- Continue to develop expertise with N-FOCUS and reports functionality.

SECOND QUARTER:

Due to CEDARS termination of the Child Welfare and Juvenile Justice Reform contract the next steps are for CEDARS to transition the families currently being served to KVC as agreed upon by CEDARS and the other SESA leads. In addition CEDARS will be working on concluding subcontract and LOA arrangements and developing a subcontract to provide services for KVC and the other lead agencies.

THIRD AND FOURTH QUARTER:

No change.

FOURTH QUARTER (UPDATE FOR JUNE):

No change.

**2) Contractor Employment Information (Do not report forward fills)**

FIRST QUARTER:

Contractor allotted FTE's for Service Coordinators=1<sup>st</sup> qtr 60;

Contractor Service Coordinator positions that are filled and able to carry a full caseload (they have completed training)=1<sup>st</sup> qtr 54

Contractor Service Coordinator positions that are currently in training=1<sup>st</sup> qtr 7

Contractor Service Coordinator positions that are vacant= 1<sup>st</sup> qtr 7 (to include turnover)

Contractor allotted FTE's for Supervisor= 6

Contractor Supervisor positions that are filled=1<sup>st</sup> qtr 7 (due to turnover)

Contractor Supervisor positions that are vacant= 0

Average length of employment for Service Coordinators=1<sup>st</sup> qtr 2.6 months

Average length of employment for Supervisors=1<sup>st</sup> qtr 4.19 months

SECOND QUARTER:

Contractor allotted FTE's for Service Coordinators=2<sup>nd</sup> qtr 61;

Contractor Service Coordinator positions that are filled and able to carry a full caseload (they have completed training)= 2<sup>nd</sup> qtr 56

Contractor Service Coordinator positions that are currently in training=2<sup>nd</sup> qtr were to begin training on April 15<sup>th</sup>.

Contractor Service Coordinator positions that are vacant= 2<sup>nd</sup> qtr 3 (2 terminated, 1 internal transfer)

Contractor allotted FTE's for Supervisor= 2<sup>nd</sup> qtr 9

Contractor Supervisor positions that are filled= 2<sup>nd</sup> qtr 9

Contractor Supervisor positions that are vacant= 2<sup>nd</sup> qtr 0

Average length of employment for Service Coordinators=2<sup>nd</sup> qtr 4 months

Average length of employment for Supervisors=2<sup>nd</sup> qtr 5 months

THIRD AND FOURTH QUARTER:

Contractor allotted FTE's for Service Coordinators=3<sup>rd</sup> qtr 60;

Contractor Service Coordinator positions that are filled and able to carry a full caseload (they have completed training)= 3<sup>rd</sup> qtr 50  
 Contractor Service Coordinator positions that are currently in training=2<sup>nd</sup> qtr were to begin training on April 15<sup>th</sup>. Zero ended contract  
 Contractor Service Coordinator positions that are vacant= 3<sup>rd</sup> (terminated, internal transfer) 10  
 Contractor allotted FTE's for Supervisor= 3<sup>rd</sup> qtr 9  
 Contractor Supervisor positions that are filled= 3<sup>rd</sup> qtr 8  
 Contractor Supervisor positions that are vacant= 3<sup>rd</sup> qtr 1  
 Average length of employment for Service Coordinators=3<sup>rd</sup> qtr 5 months  
 Average length of employment for Supervisors=3<sup>rd</sup> qtr 7 months

FOURTH QUARTER (UPDATE FOR JUNE):

Contractor allotted FTE's for Service Coordinators=4th qtr 60;  
 Contractor Service Coordinator positions that are filled and able to carry a full caseload (they have completed training)= 4th qtr 46  
 Contractor Service Coordinator positions that are currently in training=4th qtr were to begin training on April 15<sup>th</sup>. Zero ended contract  
 Contractor Service Coordinator positions that are vacant= 4th (terminated, internal transfer) 14  
 Contractor allotted FTE's for Supervisor= 4th qtr 9  
 Contractor Supervisor positions that are filled= 4th qtr 7  
 Contractor Supervisor positions that are vacant= 4th qtr 2  
 Average length of employment for Service Coordinators=4th qtr 6 months  
 Average length of employment for Supervisors=4th qtr 7 months

Double Click to Populate and Expand

Employment Information					
	Qtr 1	Qtr 2	Qtr 3&4	Update	Average
a. Allotted FTE's for Service Coordinators	60	61	60	60	60
b. Filled Service Coordinator Positions	54	56	50	46	52
c. Service Coordinator positions currently in training	7	0	0	0	2
d. Vacant Service Coordinator positions	7	3	10	14	7
e. Allotted FTE's for Supervisor	6	9	9	9	8
f. Supervisor positions that are filled	7	9	8	7	8
g. Supervisor positions that are vacant	0	0	1	2	0
h. Average length of employment for Service Coordinators (months)	2.6	4	5	6	4
i. Average length of employment for Supervisors (months)	4.19	5	7	7	8

**3) Foster Parent Recruitment and Retention Update**

*a) A description of the diligent recruitment activities this quarter of potential foster and adoptive families that reflect the ethnic and racial diversity of children in the Service Area for whom foster and adoptive homes are needed.*

### FIRST QUARTER:

CEDARS is currently working with Pickering Creative Group marketing firm to develop more effective strategies for advertisement including brochures, posters, and articles in newspapers. CEDARS will schedule presentations at community groups to educate about the need for foster parents from diverse cultural background and the benefits to children when placed with individuals that share similar cultures and languages.

CEDARS will also distribute this updated information about CEDARS Foster Care at various community and cultural centers that advocate and serve minority populations.

Number of foster homes licensed this quarter - 42

Number of foster homes closed this quarter – 9

### SECOND QUARTER.

CEDARS is in the final stages of working with Pickering Creative Group marketing firm. The changes with CEDARS Foster Care will be new brochures, posters, website; displaying new pictures and a newly revamped message that targets foster parents who are not only wanting youth, but youth such as teens, pregnant teens, sibling groups and youth with different cultures.

This will not only be displayed onto CEDARS website, but also through out the community of Lincoln and Southeastern Nebraska with brochures, flyers and billboards.

Attended the following recruitment fairs

- Bryan LGH (Lincoln, NE) (discussed foster care with approx. 200 individuals)
- New Covenant Church (Lincoln, NE) (discussed foster care with approx. 300 individuals)
- Memorial Health Care Systems (Seward, NE) (discussed foster care with approx. 600 individuals)
- National Research Corporation (Lincoln, NE) (discussed foster care with approx. 1000 individuals)

Met with the following program leaders of diversity community organizations and talked with them about CEDARS Foster Care and left information for the public regarding our program.

- Malone Center
- St Teresa's Catholic Church
- New Covenant Church
- Big Brothers/Big Sisters
- First Plymouth Congregational Church
- Lincoln Berean Church
- Willard Community Center
- United Methodist Church

Began recruiting current foster families that would be willing to work in our grant funded "non-system youth". These are youth that are not state wards, but need a home to stay at until the crisis is resolved at the current living situation.

Coordinated recruitment efforts for PS-MAPP training

- Contacted all families registered for the spring PS-MAPP training to discuss the recent changes at CEDARS with the contract with DHHS and provided them with the opportunity to ask questions and obtain accurate information.

- Provided training for all family resource partners to provide them with information and tools to encourage approved/kinship homes to become licensed.

Continued recruiting efforts outside of Lancaster County in the Southeast Service Area

- Attending fairs/events
- Displaying brochures and posters

Continued efforts to recruit current CEDARS employees and to utilize employees as recruiters

- Distributed foster care materials to each program
- Sent out e-mails about foster care information night and PS-MAPP training opportunities
- Continued communication regarding the bonus employees can receive for referring a family or families to foster care.
- Promoted foster care at new employee orientation held twice per month during the quarter.

Attendance at foster care parenting support group to improve retention rates of current foster homes and to provide them with tools on how to properly handle difficult situations

i) Number of foster homes licensed this quarter - 7

ii) Number of foster homes closed this quarter - 15

### THIRD AND FOURTH QUARTER.

CEDARS has finalized marketing plans with Pickering Creative Group marketing firm and have started implementing it into foster care. The goal for the marketing plan is to develop more effective strategies for advertisement including brochures, posters, and articles in newspapers. CEDARS will schedule presentations at community groups to educate about the need for foster parents from diverse cultural background and the benefits to children when placed with individuals that share similar cultures and languages.

This will not only be displayed onto CEDARS website, but also through out the community of Lincoln and Southeastern Nebraska with brochures, flyers and billboards.

### FOURTH QUARTER (UPDATE FOR JUNE):

Attended Juneteenth event in Lincoln, NE and had a foster care booth for recruitment. Spoke with key individuals from the Malone Center that organized the event and also individuals from the community with various different culture backgrounds.

- Had an event for our foster parents and foster kids at the Lincoln Children's Zoo for foster parent appreciation month. Over 140 foster parents and children attended the event.
- Met with head of CASA for Seward County to help with recruitment for CEDARS Foster Care.
- Worked with NFAPA members with registering our foster families for the upcoming NFAPA Conferences throughout Nebraska.
- Displayed posters/brochures at businesses and schools throughout Lincoln and in the Southeastern parts of Nebraska.
- Scheduled ongoing PS-Mapp classes for families. CEDARS currently had a class that concluded at the end of June and has a new class starting in July and August.
- Spoke at the CEDARS New Employee Orientation about CEDARS Foster Care and explained the needs for our program.
- Sent out information to all employees about the opportunity for staff to become foster parents.

*b) A description of individualized recruitment of homes activities this quarter including relative placements to support children, families and resource families to meet the needs of highly specialized youth (DD and Treatment, older youth, youth with diverse cultural needs, etc)*

FIRST QUARTER:

CEDARS is currently in the process of developing a training module for kinship and child-specific homes to help give them the training to provide the highest quality of care for the youth in their homes. The timeline is for this to be finalized by February 1, 2010 with trainings to begin in mid-February.

Number of individualized foster homes approved this quarter - 47  
Number of individualized foster homes licensed this quarter - 42  
Number of approved individualized foster homes closed this quarter - 2  
Number of licensed individualized foster homes closed this quarter – 3

SECOND QUARTER.

CEDARS has completed the training module for kinship and child-specific homes. The Foster Care team hired a Training Specialist who has worked on developing new trainings to provide to all of our approved homes as well as our licensed homes. Trainings for approved homes are scheduled for June. CEDARS is also educating approved homes on getting licensed and encouraging them to attend PSMAPP training in order to become licensed homes.

Number of individualized foster homes approved this quarter - 17  
Number of individualized foster homes licensed this quarter - 7  
Number of approved individualized foster homes closed this quarter - 13  
Number of licensed individualized foster homes closed this quarter – 2

THIRD AND FOURTH QUARTER.

Number of individualized foster homes approved this quarter - 16  
Number of individualized foster homes licensed this quarter - 5  
Number of approved individualized foster homes closed this quarter - 9  
Number of licensed individualized foster homes closed this quarter – 7

FOURTH QUARTER (UPDATE FOR JUNE)

Number of individualized foster homes approved this quarter – 5  
Number of individualized foster homes licensed this quarter - 9  
Number of approved individualized foster homes closed this quarter - 3  
Number of licensed individualized foster homes closed this quarter – 0

*c) A description of foster homes transferred to your organization from another organization and transferred from your organization to another organization, including the reasons for the transfers.*

FIRST QUARTER:

CEDARS received many approved and licensed foster homes that transferred from DHHS. CEDARS has also received licensed homes from OMNI Behavioral Health.

Number of foster homes transferred to your organization - 67

Number of foster homes transferred from your organization to another organization - 2

SECOND QUARTER.

CEDARS has received licensed homes from OMNI, Visinet, and KVC. They have cited choosing CEDARS due to their perceived lack of support and payment difficulties they were experiencing. Any homes that contacted us were first encouraged to work through the issues of concern with their current agency before considering transferring.

Number of foster homes transferred to your organization - 5

Number of foster homes transferred from your organization to another organization - 0

Double Click to Populate and Expand

Foster Parent Recruitment and Retention			
Licensed Foster Homes	# of Families		
	New	Ongoing	Closed
	42	115	9
Approved Foster Homes	# of Families		
	New	Ongoing	Closed
	47	47	3

THIRD AND 4TH QUARTER.

CEDARS received 5 foster homes due to Visinet closing on April 16, 2010.

Number of foster homes transferred to your organization - 5

Number of foster homes transferred from your organization to another organization - 3

Foster Parent Recruitment and Retention			
Licensed Foster Homes	# of Families		
	New	Ongoing	Closed
	5	113	7
Approved Foster Homes	# of Families		
	New	Ongoing	Closed
	16	64	7

FOURTH QUARTER (UPDATE FOR JUNE):

Foster Parent Recruitment and Retention			
Licensed Foster Homes	# of Families		
	New	Ongoing	Closed
	9	138	0
Approved Foster Homes	# of Families		
	New	Ongoing	Closed
	5	80	3

*d) Any updates to the protocol that “matches” children and youth with resource families*

FIRST QUARTER:

No new updates.

SECOND QUARTER:

No new updates

THIRD AND FOURTH QUARTER:

No new updates

FOURTH QUARTER (UPDATE FOR JUNE):

No new updates

*e) Any updates to the protocol that required to actively search and identify non-custodial (both maternal and paternal) and other relatives for possible placement and as life long connections.*

FIRST QUARTER:

Service Coordinators look for non- custodial and other relatives for possible placement before making a referral to foster care. Foster Care and Service Coordinators continue this search after a youth is placed in care.

SECOND QUARTER:

No new updates

THIRD AND FOURTH QUARTER:

No new updates

FOURTH QUARTER (UPDATE FOR JUNE):

No new updates

*f) A description of the supports and education/ training for foster and adoptive parents and relatives and kin-care providers provided this quarter*

*i) a brief, one-paragraph syllabus of the training activity*

#### FIRST QUARTER:

Currently, CEDARS utilizes PRIDE for the training for foster and adoptive parents. PRIDE is a model for the development and support of foster/resource parents. The PRIDE program's goals are to help meet the protective, developmental, cultural, and permanency need of youth placed with foster/resource families. Foster/resource parents learn how to protect and nurture children, help meet developmental needs, support relationships, and connect child to safe and nurturing environment.

CEDARS is developing kinship care training for families. This training will help with the development and growth of the relative families. The kinship care training's goals are to help families understand the rules and regulations for discipline, building a relationship with the child, managing the youth's anger, and creating a safe environment for the youth.

#### SECOND QUARTER.

After significant research CEDARS decided to switch to PS-MAPP training for foster and adoptive parents. PS-MAPP is a more hands on and interactive training designed to give foster parents an accurate picture of what fostering will be like. It encourages foster parents to partner with biological parents and work well as a team. During the month of April, CEDARS is sending two foster parents and seven foster care staff members will attend PS-MAPP train the trainer sessions in order to be certified trainers. This is being done in collaboration with KVC and Visinet at CEDARS initiation.

#### THIRD AND FOURTH QUARTER.

CEDARS had seven Foster Care staff and two resource parents complete PS-MAPP certification. We have already begun two different classes offered to Resource Families. CEDARS is currently working on ensuring that all of our Resource Families are up to date on all of their trainings. CEDARS training department has begun entering our Resource Families into their training database so that trainings can better be tracked. CPR/First Aid is offered two times per month, as well as Trauma Informed Care for Resource Parents, Love and Logic, and Mandt.

#### FOURTH QUARTER (UPDATE FOR JUNE):

CEDARS had 30 families attend and complete PS-MAPP training in May/June. The Foster Care team is diligently working on completing their home studies and getting those families licensed. CEDARS has also been actively working on getting our Resource Parents up-to-date on all of the required and recommended trainings. CEDARS Foster Care works closely with the CEDARS Training Department to email and talk to our Resource Families about the importance of staying up-to-date on their training hours. The Training Department also provides the assigned Family Resource Partners with information regarding what trainings Resource Families are still in need of. The training department has offered Mandt, CPR/First Aid, and Trauma Informed Care several times this month during various times of the day in order to provide our Resource Families with multiple options to fit their schedules.

*ii) indication of the setting/venue for the training activity*

#### FIRST QUARTER

PRIDE training is located at our Northbridge facility. This is a CEDARS owned and operated community center at 1533 N. 27th Street in northwest Lincoln.

SECOND QUARTER:

PRIDE is located at our Northbridge facility. In April, CEDARS will start training PS-MAPP and it will be at Northbridge as well.

THIRD AND FOURTH QUARTER:

PS-MAPP will be located at our main office which is 6601 Pioneers BLVD Lincoln, NE 68506.

FOURTH QUARTER (UPDATE FOR JUNE):

No new updates

*iii) indication of the duration of the training activity*

FIRST QUARTER:

PRIDE lasts for seven weeks.

SECOND QUARTER:

PRIDE is seven week training. PS-MAPP is ten week training.

THIRD AND FOURTH QUARTER:

PS-MAPP is ten week training.

FOURTH QUARTER (UPDATE FOR JUNE):

No new updates

*iv) provider of the training activity*

FIRST QUARTER:

CEDARS

SECOND QUARTER:

PRIDE is focused on foster parents who are willing to take children into their home. PS-MAPP will also be a training specifically for foster parents.

THIRD AND FOURTH QUARTER:

PS-MAPP is a training designed specifically for educating and preparing foster parents.

FOURTH QUARTER (UPDATE FOR JUNE):

No new updates

*v) indication of the audience to receive the training*

FIRST QUARTER:

CEDARS has between 15-25 homes participating in each PRIDE class.

SECOND QUARTER:

CEDARS has between 15-25 homes participating in each PRIDE class. For the April PS-MAPP class, there are 49 people signed up.

THIRD AND FOURTH QUARTER:

For the April PS-MAPP class, we will have 30 families that will graduate in July. For the July PS-MAPP class, there are 12 people signed up.

FOURTH QUARTER (UPDATE FOR JUNE) :

For the July PS-MAPP class, there are 13 families signed up.

**4) Licensing Waivers (case-by-case waivers of non-safety licensing standards)**

*a) Number of case-by-case waivers granted this quarter*

FIRST QUARTER

Ten waivers were granted for the FIRST QUARTER:

SECOND QUARTER.

Seventeen waivers were granted for the SECOND QUARTER:

THIRD AND FOURTH QUARTER:

Forty-six waivers were granted for the third quarter.

FOURTH QUARTER (UPDATE FOR JUNE) :

Nine waivers were granted.

Double Click to Populate

	Qtr 1	Qtr 2	Qtr 3&4	Update	Annual Total
Number of case-by-case waivers granted	10	17	46	9	82

*b) An assessment of how granting such waivers have affected children in foster care, including their safety, permanency and well-being.*

FIRST QUARTER:

CEDARS does not believe that granting such waivers would have an affect on foster children regarding safety, permanency, and well-being. CEDARS will continue to monitor and assess the safety of children placed in these homes.

SECOND QUARTER:

CEDARS does not believe that granting such waivers would have an affect on foster children regarding safety, permanency, and well-being. CEDARS will continue to monitor and assess the safety of children placed in these homes by assigning a family resource partner to each home. The family resource partner must have at least one in-home contact per month. CEDARS also offers foster parent trainings and support groups that are open to licensed as well as approved foster homes.

THIRD AND FOURTH QUARTER:

No new updates

FOURTH QUARTER (UPDATE FOR JUNE) :

No new updates

*c) Reasons why relative foster family homes may not be licensed despite authority to grant such case-by-case waivers of non-safety licensing standards*

FIRST QUARTER:

Relative foster families may not be licensed due to only wanting to do foster care for a particular youth (relative/child specific).

SECOND QUARTER:

Relative foster families may not be licensed due to only wanting to do foster care for a particular youth (relative/child specific). CEDARS continues to work with approved homes on educating them on what it means to be a licensed foster home.

THIRD AND FOURTH QUARTER:

No change

FOURTH QUARTER (UPDATE FOR JUNE):

CEDARS Foster Care continues to educate relative family homes about the benefits to becoming licensed. Many homes see the licensure training as too time-intensive. CEDARS is currently exploring options to provide this training for these homes in a manner that is more appealing and viewed as less time-intensive.

*d) Actions the Contractor plans to take or is considering taking to increase the percentage of relative foster family homes that are licensed while ensuring the safety of children in foster care and improving their permanence and well-being; and*

FIRST QUARTER:

CEDARS believes that recruitment and advertising CEDARS will also help, so that people will better understand who we are and the services and support we can provide to them

SECOND QUARTER:

No change

THIRD AND FOURTH QUARTER:

No change

FOURTH QUARTER (UPDATE FOR JUNE) :

No change

*e) Suggestions the Contractor has for administrative and/or legislative actions to increase licensed relative care.*

FIRST QUARTER:

None

SECOND QUARTER:

No suggestions at this time

THIRD AND FOURTH QUARTER:

No suggestions at this time

FOURTH QUARTER (UPDATE FOR JUNE) :

Allowing for alternative training options for relative family homes to become licensed that are less time-intensive but offer the same quality of instruction.

**5) Child and Family Services Plan Update. Quarterly reports will include a description of the specific accomplishments and progress made toward meeting each goal and objective in the State's CFSP, including information on outcomes for children and families, and a more comprehensive, coordinated, effective child and family services continuum.**

FIRST QUARTER:

Data is not available via N-FOCUS as of this writing for CEDARS to determine "where it is at" in relation to quantitative goals and objectives pertinent to the plan update. CEDARS welcomes the collaborative efforts with DHHS to obtain this valuable information.

Given the information contained in other sections of this report, CEDARS believes that it is making a strong commitment in building the comprehensive, coordinated and effective child and family service continuum that will achieve the collective outcomes we all desire.

SECOND QUARTER:

The State worked to provide the Leads with data from N-FOCUS. DHHS has continuously generated more and more data for use by the Lead Agencies. CEDARS welcomed this data and has been working with the data for the purpose of generating reports required through the end of the contract.

THIRD AND FOURTH QUARTER:

CEDARS has found that the data available from N-FOCUS has been very helpful to managing Service Coordination and has been appreciative for the support provided from the CFS Staff located within N-FOCUS who have been willing to help provide explanations and other information.

FOURTH QUARTER (UPDATE FOR JUNE) :

The contract ended June 30, 2010.

**6) Disaster Plan Updates shall include at minimum any changes to how you**

FIRST QUARTER:

No change to plan.

SECOND QUARTER:

No change to plan.

THIRD AND FOURTH QUARTER:

No change to plan.

FOURTH QUARTER (UPDATE FOR JUNE):

No change to plan.

**7) Chafee Foster Care Independence Update shall include at a minimum any changes to how you;**

*a) Help youth transition to Self Sufficiency*

FIRST QUARTER:

CEDARS has adopted the Ansell Casey Life Skills Assessment to evaluate the independent living skills of youth. All youth over the age of 15 complete the Ansell Casey Assessment. The assessment allows self-sufficiency goals to be focused on areas in which the youth has demonstrated a need to achieve additional skills. These independent living goals are then incorporated into their service plan.

Self-sufficiency skills are taught to clients individually and in small group formats at each of the CEDARS programs. CEDARS is utilizing "The New Making it on Your Own Workbook" to teach self-sufficiency skills to youth. CEDARS has developed a required agency training focused on using the Ansell Casey assessment and the Making it on Your Own Workbook.

CEDARS has instituted a Life Skills Coaching program focused on increasing self-sufficiency skills. This program will continue to be expanded.

SECOND QUARTER:

CEDARS continues to utilize the Ansell Casey Life Skills Assessment to monitor the development of independent living and self-sufficiency skills among clients. The agency has developed a procedure to track Ansell Casey scores for clients in all programs. This procedure is described in more detail in the section on promising practices.

Each CEDARS program teaches self-sufficiency skills to youth in either individual or group format, depending on the individual needs of each client. Self-sufficiency goals are included on agency service plans, which are regularly reviewed and modified as needed.

CEDARS has continued to use the Making it on Your Own Workbook as one tool to teach independent living skills to youth. CEDARS continues to offer staff trainings on the Ansell Casey assessment and the Making it on Your Own Workbook.

This quarter CEDARS served 10 ward and former ward youth through the "Bridges" Program, formerly know as Transitional Living Program. This program provides youth with supported independent living services in scattered-site apartments. CEDARS signed leases on two additional apartments this quarter to increase capacity to serve youth in this supported housing approach for youth aging out of foster care.

THIRD AND FOURTH QUARTER:

CEDARS continues to help youth in care transition to self-sufficiency using a variety of evidence-based and promising practices. CEDARS continues to teach independent and self-sufficiency skills using the Ansell Casey Life Skills Assessment and the Making it on Your Own Workbook. CEDARS continues to offer training to staff on using these tools to promote independent living skills in youth.

CEDARS continues to offer the Bridges program, which gives youth the opportunity to live in a supported and community-based independent living program. The CEDARS Bridges Program served 10 ward and former ward youth in apartment-based supported independent living services in April and May of this year. CEDARS plans to expand the number of youth served in this community-based program.

FOURTH QUARTER (UPDATE FOR JUNE) :

CEDARS Bridges prepared for the end of the CEDARS Service Coordination contract. This was accomplished by working with all Service Coordinators and administrators with other agencies. CEDARS Bridges served 13 ward and former ward youth in apartment-based supported independent living services in June. Bridges also supported 3 children of state wards. CEDARS Bridges has also worked with area property managers to add apartments to increase the census by 4.

*b) Help youth receive the education, training, and services necessary to obtain employment.*

FIRST QUARTER:

CEDARS Life Skills Coaches provide training on obtaining and maintaining employment. CEDARS Group Homes have independent living groups focused on planning for employment. The Making it on Your Own Workbook, discussed above, provides exercises including resume preparation and job hunting activities. Additionally, CEDARS staff take client's job hunting and provide support during the job hunting process.

SECOND QUARTER:

Information regarding obtaining employment is taught by CEDARS programs in both individual and group formats. Vocational goals and achievements are tracked on each client's monthly service plan. CEDARS continues to use the exercises from the Making it on Your Own Workbook on resume preparation and job hunting with clients who are ready to seek employment. Services such as Family Support or Life Skills Education are wrapped around clients as indicated and can include individualized assistance with vocational goals.

THIRD QUARTER:

CEDARS continues to utilize evidence-based and promising practices to promote employment readiness among youth. These practices include the Ansell Casey Life Skills Assessment and the Making it on Your Own Workbook. Clients are provided with individualized assistance with securing important legal documents and job hunting activities. Educational and vocational goals are tracked and updated regularly on each client's monthly service plan review.

FOURTH QUARTER (UPDATE FOR JUNE):

Bridges uses evidence-based and promising practices when setting daily programming. All youth have completed the Ansell-Casey Life Skills Assessment. The results of this assessment are important and help determine Service Plan goals for the youth. The youth also work on individual tasks from the Making It on Your Own Workbook. In addition, youth meet individually with their case manager. In these meetings, the youth work towards individual goals in education, vocation, and overall independent living skills.

*c) Help youth prepare for and enter post-secondary training and educational institutions;*

FIRST QUARTER:

CEDARS hosts guest speakers from local educational institutions to familiarize clients with their educational options. Clients are also referred to local agencies, such as Education Quest, to complete federal financial aid applications. Study and tutoring time is built into the structure of the various CEDARS programs. All clients have individualized educational goals included in their service plans. These educational goals are regularly reviewed and updated.

CEDARS clients are provided with assistance to apply for education and training vouchers. CEDARS has a scholarship program for current or former clients to assist them in obtaining post secondary education. Initial discussions have begun with youth for applications due in April of 2010.

#### SECOND QUARTER:

Speakers from Education Quest and the University of Nebraska visited the CEDARS residential programs last quarter to lead groups on educational options and financial aid. Program Staff continue to assist individual clients with tasks such as enrolling in school, applying for aid, and studying for classes. Clients' education goals and achievements are tracked on their individual service plans and reviews. CEDARS is currently reviewing applications for the CEDARS scholarship program.

#### THIRD QUARTER.

CEDARS staff continue to assist clients with tasks such as completing the Free Application for Federal Student Aid (FASFA) and applying for education and training vouchers. Educational goals for each client are individualized and included on the client's service plan, which is updated and reviewed monthly.

#### FOURTH QUARTER (UPDATE FOR JUNE):

Youth were presented information on Education Quest. Youth were also individually helped with completion of the Free Application for Federal Student Aid (FAFSA). Educational goals for each client are individualized and included on the client's service plan, which is updated and reviewed monthly.

*d) Provide personal and emotional support to youth aging out of foster care through mentors and the promotion of interactions with dedicated adults*

#### FIRST QUARTER:

The development of an appropriate support network is a goal for every client at CEDARS. Members of this support network are invited to attend monthly team meetings to encourage on-going involvement with the youth in the future. CEDARS TLC hosts an on-going monthly social event for past clients. CEDARS clients may be invited to continue attending certain education groups following discharge. Each youth at CEDARS has an aftercare plan developed while receiving services. The aftercare plan specifies the ways each individual client will continue to receive appropriate on-going support. CEDARS also has a Youth Action Committee (YAC) that promotes youth development and support that the youth are encouraged to participate in.

#### SECOND QUARTER:

CEDARS clients continue to develop an aftercare plan that includes a list of both formal and informal supports to assist youth following discharge. Informal supports include relevant community resources. Youth are encouraged to connect with appropriate community resources while still in care to facilitate a smooth transition to independent living. CEDARS is developing plans to recruit additional mentors for youth by involving former foster parents in the aftercare of clients. Additionally, CEDARS is exploring adding a component to our volunteer recruitment and Bridges programming to include matching adult mentors with youth transitioning to adulthood. CEDARS is drafting a concept service model to include "host homes", where youth can enter semi-renter agreements with willing

families who will “rent out a room” to youth who have aged out. CEDARS continues to host a monthly social gathering for young parents that were clients of the CEDARS TLC or CEDARS Bridges programs.

The CEDARS Youth Action Committee (YAC) continues to provide youth with leadership and social opportunities, and currently has approximately 20 regularly attending youth. Their focus during this quarter was planning the formal dinner held on April 13, 2010 at Hillcrest Country Club. The evening was youth driven with the youth taking the lead and planning the invitations, menu, colors, DJ, program etc. CEDARS was fortunate to have the community support of donated tuxedo rentals, long dresses and flowers for the event. There were 70 youth in attendance from CEDARS Emergency Shelter, TLC and Boys Group Home, Bridges, Foster Care and Service Coordination.

#### THIRD AND FOURTH QUARTER:

CEDARS is currently implementing a mentor program to match individual youth with a supportive adult community mentor who will provide informal support as the youth develops independent living skills. CEDARS is currently soliciting and reviewing applications for this new program.

#### FOURTH QUARTER (UPDATE FOR JUNE):

Youth in the Bridges Program develop a list of formal and informal supports. This list is developed throughout the stay in the program. Youth are individually assisted with the development of their list, the development of the relationships with people on the list, and increasing the number of informal supports on the list.

CEDARS is drafting a concept service model to include “host homes”, where youth can enter semi-renter agreements with willing families who will “rent out a room” to youth who have aged out. CEDARS continues to host a monthly social gathering for young parents that were clients of the CEDARS TLC or CEDARS Bridges programs.

CEDARS is currently implementing a mentor program to match individual youth with a supportive adult community mentor who will provide informal support as the youth develops independent living skills. CEDARS is currently soliciting and reviewing applications for this new program.

## **8) Training Update:**

*a) A description of the additional types of new worker training offered and provided by the Department and the Contractor for Service Coordinators*

#### FIRST QUARTER:

During this reporting period (Aug-Jan), the Department provided 8 New Worker Training Groups that lasted 20 days each (that includes 18 full and 2 half days). This New Worker training included the topics of the Nebraska Safety Intervention Systems- Initial and Ongoing, N-FOCUS, Legal Procedures, and Supervising Juvenile Offenders. In addition, CEDARS coordinated an opportunity for the Southeast Service Area for the Department to provide training to Service Coordinators of the three lead agencies on the Indian Child Welfare Act (ICWA).

All new employees of CEDARS, including Service Coordinators, are required to attend the following essential functions trainings that are provided by internal CEDARS trainers, within the first 90 days of employment:

- New Employee Orientation (7 hours)

- Defensive Driving (1 hour)
- Safe with You- Mandatory Reporting and Signs of child abuse and neglect (2 hours)
- Mandt Behavior Management Program (6 hours)
- Documentation (1.5 hours)
- CPR for Adult, Children and Infants and Standard First Aid (8 hours)
- Safety and Risk Management (2 hours)
- Boundaries with clients and co-workers (1.5 hours)
- Car Seat Safety (3 hours)
- Suicide Prevention (2 hours)
- Outreach Worker Safety (2 hours)
- Diversity and Cultural Sensitivity (2 hours)

SECOND QUARTER:

During the second quarter reporting period (Jan-March), CEDARS Service Coordinators participated in two of the Department's New Worker Training Groups that lasted 20 days each (that includes 18 full and 2 half days). This New Worker training continued to include the topics of the Nebraska Safety Intervention Systems - Initial and Ongoing, N-FOCUS, Legal Procedures, including ICWA and MEPA, as well as Supervising Juvenile Offenders.

All CEDARS Service Coordinators continued to be provided with the above essential function trainings as new employees of CEDARS. These trainings continued to be provided by CEDARS.

THIRD AND FOURTH QUARTER:

No new workers started employment due to contract termination.

FOURTH QUARTER (UPDATE FOR JUNE) :

No new workers started employment due to contract termination.

*b) The number of contract staff who completed initial training requirements*

FIRST QUARTER:

There were 54 staff that completed the initial training requirements. This included Service Area Administrators, Service Coordination Managers and Service Coordinators. There were an additional 3 staff that were given waivers and only attended the 8-days of NSIS training sections of the department training.

SECOND QUARTER:

There were 11 Service Coordinators that completed the 20 days of HHS New Worker training requirements, and 1 Service Coordination Managers that received a waiver and attended only the NSIS Initial and Ongoing section of the series.

THIRD AND FOURTH QUARTER:

There were no Service Coordinators that completed the 20 days of HHS New Worker training requirements during this quarter, due to the termination of the contract.

FOURTH QUARTER (UPDATE FOR JUNE):

There were no Service Coordinators that completed the 20 days of HHS New Worker training requirements during this quarter, due to the termination of the contract.

*b) The number of new employee training hours delivered (Count the number of employees and multiply by the duration of the training class).*

FIRST QUARTER:

There were 18 full (6 hour) days and 2 half (3 hours) days of department New Worker training provided to the 55 contract staff, resulting in 6,270 training hours delivered. In addition, three staff who received waivers was provided with 48 hours of NSIS training for an additional 144 hours. Therefore, there were 6,414 new employee training hours delivered to service coordination.

SECOND QUARTER:

There were 18 full (6 hour) days and 2 half (3 hours) days of department New Worker training provided to the 11 contract staff, resulting in 1,254 training hours delivered. In addition, one staff who received a waiver was provided with 48 hours of NSIS training. Therefore, there were 1,302 new employee training hours delivered to service coordination.

THIRD AND FOURTH QUARTER:

There were not any new employee training hours delivered during this quarter.

FOURTH QUARTER (UPDATE FOR JUNE):

There were not any new employee training hours delivered during this quarter due to the termination of the contract.

*d) A description of the types of on-going training/in-service training made available for service coordinators*

FIRST QUARTER:

The Contractor provided Service Coordinators with the following additional ongoing trainings:

- Indian Child Welfare Act (ICWA) 6-hour training provided by the Department the cover ICWA requirements and expectations for families with tribal affiliation.
- Domestic Violence- A 7-hour training provided by staff at the Friendship Home, Voices of Home and the Family Violence Council that provided a thorough examination of the effects of domestic violence on victims and children, how to deliver safe services and safety plan with victims, as well as how to work most effectively with batterers.
- Wraparound- A 12-hour training provided by a nationally certified Wraparound trainer or internal staff that have been trained as trainers that focuses on the Philosophy and process of Wraparound, as well as the 10 Principles that include such items as "family voice and choice", "natural supports", "strength-based" and "outcome based".
- Trauma Informed Care- A 10-hour training from the National Child Traumatic Stress Network that provides a thorough examination of the negative effects of traumatic events and stressor on children and how workers can help reduce these effects to help children feel safe, supported and stable.
- North Carolina Family Assessment Scale (NCFAS) - This 2-hour training provided new Service Coordinators with the knowledge of what this assessment tool is and how it can help with case planning and family decisions.
- Ansell Casey Independent Living This 2-hour training provides an overview of the Ansell Casey Independent Living Assessment that will be administered to youth, as well as how to engage

youth in independent living skills development and the "Making It on your Own" independent living curriculum.

#### SECOND QUARTER:

During the second quarter, Service Coordinators were provided with the following ongoing training opportunities:

- Supervision for Success- Service Coordination Managers were provided with this 6-hour training on the Supervision for Success Model that was offered by the Child Welfare League of America. Day One of the three day series was offered during this reporting period. Supervision for Success is a model of supervision that takes a success-focused approach with supervisees, and provides practical, hands-on information for how to ensure staff are successful in their work. It also taught skills that can help supervisors with teamwork, improving employee job satisfaction and retention.
- Family Group Conferencing- This two hour training, provided by the Mediation Center, provided an overview of Family Group Conferencing, including the criteria for referrals, how to prepare the family for the conference, and the essential issues that are key to the conference success. Service Coordinators were provided the opportunity to learn about the three stages of the conference and the benefits of doing them.
- "Just in Time" training series-There were two trainings offered by DHHS to Service Coordinators that built on what they were taught during the 20 days of "New Worker" training. The topics covered in this series included the "Roles and Responsibilities" of CFS Specialists and Service Coordinators, as well as "Reasonable and Active Efforts" for Service Coordinators.

In addition to these, CEDARS also continued to offer many of the same trainings that were offered during the first quarter. They include:

- Wraparound- This 12-hour training was provided by CEDARS trainers who were certified to train the Wraparound training. The training focuses on the philosophy and process of Wraparound, including the 10 Principles that include such items as "family voice and choice", "natural supports", "strength-based" and "outcome based".
- Trauma Informed Care- This 10-hour training from the National Child Traumatic Stress Network provides a thorough examination of the negative effects of traumatic events and stressor on children and how workers can help reduce these effects to help children feel safe, supported and stable.
- North Carolina Family Assessment Scale (NCFAS) - This 2-hour training provided new Service Coordinators with the knowledge of what the assessment tool is and how it can help with case planning and family decisions.
- Ansell Casey Independent Living This 2-hour training provides an overview of the Ansell Casey Independent Living Assessment that will be administered to youth, as well as how to engage youth in independent living skills development and the "Making It on your Own" independent living curriculum.

#### THIRD AND FOURTH QUARTER:

Due to the termination of the contract, there was not a significant amount of time spent training Service Coordinator during this quarter, as many had already completed training requirements during the first and second quarters. Trainings offered included:

- Indian Child Welfare Act (ICWA) 6-hour training provided by the Department the cover ICWA requirements and expectations for families with tribal affiliation.

- Domestic Violence- A 7-hour training provided by staff at the Friendship Home, Voices of Home and the Family Violence Council that provided a thorough examination of the effects of domestic violence on victims and children, how to deliver safe services and safety plan with victims, as well as how to work most effectively with batterers.
- Supervision for Success- Service Coordination Managers were provided with 1-hour training on the topics of the Supervision for Success Model that was offered by the Child Welfare League of America. Topics included "Consistent and Regular Supervision" and "Constructive Confrontation". The goal of the training was to reinforce skills that can help supervisors with teamwork, developing a trusting, supportive relationship with supervisees, and how to deal with "problem behaviors that get in the way of employee success."
- In addition to the agency trainings, HHS continued to offer the "Just in Time" training series to Service Coordinators covered the topics of "Documentation on N-Focus", "Green Phone Referrals" and "Legal Training".

#### FOURTH QUARTER (UPDATE FOR JUNE):

Supervision for Success- Service Coordination Managers were provided with Day 2 (6-hours) of a 3-day series on the Supervision for Success Model that was offered by the Child Welfare League of America. Day One of the three day series was offered during the first quarter, and Day 2 during this reporting period. Supervision for Success is a model of supervision that takes a success-focused approach with supervisees, and provides practical, hands-on information for how to ensure staff are successful in their work. It also taught skills that can help supervisors provide regular and consistent supervision meetings with those they supervise and how to confront work performance issues in a timely, effective manner.

*e) Number of on-going/in-service training hours delivered to staff (Count the number of employees and multiply by the duration of the training class)*

#### FIRST QUARTER:

- ICWA (6 hours) delivered to 32 staff for a total of 192 training hours. \*This was delivered by the department and is not included in the totals in the chart below.
- Domestic Violence (7 hours in two trainings) to 20 Service Coordinators for a total of 140 training hours.
- Wraparound (12 hours over 6 trainings) to 30 Service Coordinators for a total of 360 training hours.
- Trauma Informed Care (10 hours) to 23 Service Coordinators for a total of 230 training hours.
- NCFAS (2 hours) to 30 Service Coordinators for a total of 60 training hours.
- Ansell Casey Independent Living (2 hours) to 17 Service Coordinators for a total of 34 training hours.

#### SECOND QUARTER:

- Supervision for Success (6 hours) delivered to 12 Service Coordination Supervisors for a total of 72 hours of training.
- Wraparound (12 hours) delivered to 11 Service Coordinators for a total of 132 hours of training.
- Trauma Informed Care (10 hours) delivered to 13 Service Coordinators for a total of 130 hours of training.
- NCFAS (2 hours) delivered to 5 Service Coordinators for a total of 10 hours of training.

- Ansell Casey Independent Living (2 hours) delivered to 15 Service Coordinators for a total of 30 training hours.
- Family Group Conferencing (2 hours) delivered to 24 Service Coordinators for a total of 48 hours of training. \*This was delivered by The Mediation Center and the cost is not included in the totals in the chart below.
- Just in Time” trainings on “Roles and Responsibilities” and “Reasonable and Active Efforts” (3 hours each) delivered to 26 Service Coordinators for a total of 78 hours of training. \*This was delivered by the DHHS and the cost is not included in the totals in the chart below.

**THIRD AND FOURTH QUARTER:**

- Domestic Violence (7 hours in two trainings) to 4 Service Coordinators for a total of 28 training hours.
- Supervision for Success training (1 hour training) offered to 8 Service Coordination Managers for a total of 8 training hours.
- ICWA (6 hours) delivered to 5 staff for a total of 30 training hours. \*This was delivered by the department and is not included in the cost totals in the chart below.

**FOURTH QUARTER (UPDATE FOR JUNE):**

- Supervision for Success training (6 hour training) offered to 4 Service Coordination Managers for a total of 24 training hours.
- Cost of training provided by the Contractor to Service Coordinators

Double Click to Populate and Expand

<b>Training Report</b>					
	<b>Qtr 1</b>	<b>Qtr 2</b>	<b>Qtr 3&amp;4</b>	<b>Update</b>	<b>Annual Total</b>
Number of New Employee Training hours Delivered	6,587	1302	0	0	7889
Number of On-going /In-Service Training hours Delivered	824	500	66	24	1414
Cost of Training Provided by Contractor *	11,172	8,976	864	576	21588

\*These trainings were provided internally to Service Coordinators (other positions may also have attended and benefited) and the cost is an approximation. It does not include trainings provided by DHHS.

EBP/Non EBP. The following sections pertain to our progress with evidence based practices (first) and then non evidence based practices. The following sections pertain to our progress with implementing training and establishing guidelines, policy and data gathering procedures to support these practices. Note also the training section 8 above.

**Evidence Based-Practices –**

The contract ended June 30<sup>th</sup>, 2010 and Evidence Based Practices as outlined in the contract are under revision.

**1) Wraparound (EBP)**

## Fidelity/Implementation

Data Quantity – FIRST QUARTER: Since submitting our Quick Indicator information on December 1st, 2009, significant progress has been made regarding plans for data collection on Wraparound Fidelity and on Wraparound Outcomes.

We contracted with Families Inspiring Families to complete the Wraparound Fidelity Index Surveys on Service Coordinators, Caregivers, and Children/Youth (age 11+). We've identified two areas for data collection; surveys for implementation, and surveys to quantitatively assess Wraparound Fidelity.

SECOND QUARTER: For the first round of implementation surveys, we surveyed Service Coordinators during the January, February, and March. Implementation surveys were completed in order to help orient and educate Service Coordinators to the process and instruments for Wraparound and the WFI. Cases were randomly selected for 49 of the Service Coordinators between January and March. Surveys were completed on 45 out of the 49. (See Attachment – Focus Service Coordinators)

We began pulling a random representative sample (N=20) to assess Wraparound fidelity in the Month of March. 60% of Service Coordinators (12/20) completed this in the month of March, 60% of Caregivers (12/20) and 29% of youth (5/17). (See Attachment – Focus Clients)

In addition to collecting data on fidelity, CEDARS personnel have been completing data entry on N-FOCUS to measure outcomes regarding safety, permanency, and well-being that we identified in the Wraparound QI. Our Wraparound outcomes align with overall programmatic outcomes required by the State of Nebraska. In January 2010, PQI gained access to N-FOCUS and INFO-VIEW. We will be analyzing this data to assess Wraparound.

THIRD AND FOURTH QUARTER: There were a total of 44 total families randomly chosen to assess Wraparound Fidelity; 22 in April and 22 in May. Due to the end of the contract, there are no new Service Coordinators, and thus no more implementation surveys (thus, no service coordinator attachment as in the previous quarter).

## FOURTH QUARTER (UPDATE FOR JUNE)

### TOTAL:

So far, 45% of the caregivers identified were contacted in April (9/20), 36% in May (8/22), and 32% in June (7/22). Of the eligible youth, 53% were surveyed in April (10/19) and 50% in May (5/10) and 20% in June (3/15). Approximately 59% (39/66) of Service Coordinators were interviewed in the 3rd Quarter. (See Attachment 1 – WFI Random- Focus Clients 4th Quarter)

Data Quality - What are some of the processes you have in place to ensure the data you receive is reliable?

Families Inspiring Families has completed WFI's for the ICCU and other agencies. Their response rate is said to be over 90%.

All CEDARS employees are required to receive a two day Wraparound training from CEDARS certified Wraparound trainers. Wraparound trainings are held twice a month until everyone is trained, and will continue to be held for new employees.

## Strengths

Contracting with Families Inspiring Families to conduct the Wraparound Fidelity Index ensures objectivity in our assessment of CEDARS fidelity to the Wraparound Model. We expect our Fidelity measure to predict the impact CEDARS Wraparound program has on outcomes related to safety, permanency, and well-being that we identified in the Wraparound QI.

Weaknesses

N/A

Points for Improvement & Plan of Action

N/A

## 2) Homebuilders (EBP)

### a) Fidelity/Implementation

Data Quantity – FIRST QUARTER: CEDARS Intensive Family Preservation Services are completing NCFAS and NCFASR's on all families receiving Homebuilders at Intake and at Discharge. Hard copies of these scores are being collected and utilized by staff and are located in the files and will be entered into the central database when these issues regarding networking are worked out by Information Technology.

SECOND QUARTER: Currently, there are eight families where a NCFAS is entered into the network database, and none for NCFAS-R. There were a total of 17 individual youth served during this quarter of in Intensive Family Preservation.

THIRD AND FOURTH QUARTER: Only one intake score has been entered into the NCFAS database during this reporting period though 6 IFP cases were initiated and 5 were completed.

### FOURTH QUARTER (UPDATE FOR JUNE):

Data Quality - What are some of the processes you have in place to ensure the data you receive is reliable?

Resources

An Evidence Based Practices Folder is currently available to all CEDARS employees, and will be available to Epworth and Christian Heritage employees by February 1st, 2010. In this folder, resources and materials on Homebuilders have been created specific to CEDARS and CEDARS subcontractors, including: a data entry User's Guide for NCFAS and NCFASR, NCFAS and NCFASR definitions, printable copies of NCFAS and NCFASR, and training materials for the NCFAS and NCFASR measures.

Training

CEDARS has a training dedicated solely to using the NCFAS and NCFASR as a measurement tool. This training is required for all IFP staff. In addition, CEDARS is bringing back the national Homebuilders trainers for all CEDARS, Epworth, and Christian Heritage staff who have yet to receive it. This four day training will take place on February 23rd through the 26th, 2010.

Strengths

Data collection Resources and Procedures have been established trained and made available to all CEDARS staff in a secure centrally located Evidence Based Practices Folder. These materials will be available to subcontractors by February 1st, 2010 on a secure customized Evidence Based Practices Folder unique to their programmatic needs.

#### Weaknesses

Technical issues with the databases and Networking issues have limited our ability to collect and store data in a secure centrally located database for analysis. Though data is being collected, only some of the cases are accessible for analysis.

#### Points for Improvement & Plan of Action

FIRST QUARTER: CEDARS will solve the technical issues regarding data storage and entry procedures prior to Feb. 1st 2010.

SECOND QUARTER: CEDARS has resolved technical issues.

THIRD and FOURTH QUARTER: Due to the contract ending, IFP will not continue under it's current form as of June 30th, 2010.

FOURTH QUARTER (UPDATE FOR JUNE):

No change

## 2) Nurturing Parenting (EBP)

#### Fidelity/Implementation

CEDARS Parent Skill building is still in the early stages of Nurturing Parenting implementation for in-home services, they began in March 2010. CEDARS TLC and Bridges began Nurturing Parenting group based program in February. Epworth Village began Nurturing Parenting in April.

Data Quantity - What percentage are receiving instruments at the programs defined timeline?

#### SECOND QUARTER:

- Seven parents have begun Nurturing Parenting out of 106 individuals served in Skill Building that are over the age of 19. This is less than 1% of adults.
- Ten TLC clients are currently receiving Nurturing Parenting out of 19 clients aged 12 or older, or over 60%.
- Ten BRIDGES TLP clients are currently receiving Nurturing Parenting and seven of the clients are age two or under (the difference are likely pregnant clients). This means that 100% of pregnant or parenting clients have received Nurturing Parenting during this quarter.

#### THIRD AND FOURTH QUARTER:

- 11 additional Skill Building parents began Nurturing Parenting in April and May, nobody has completed the post-score assessment which means a total of 17 individuals were receiving the program during the quarter out of 122 skill building clients (9%).
- 0 new clients from TLC began Nurturing Parenting in April and May, nobody has completed the post-score assessment which means a total of 10 individuals were receiving the program during the quarter out of 15 TLC clients (67%).
- 2 Bridges clients began Nurturing Parenting in May, nobody has completed the post-score assessment which means a total of 13 individuals were receiving the program during the quarter out of 22 adult clients (60%).

- 11 Epworth village clients are being administered Nurturing Parenting through their skill building in home program during the reporting period out of 86 Epworth Skill Building clients (13%).

FOURTH QUARTER (UPDATE FOR JUNE):

No Change

Data Quality - What are some of the processes you have in place to ensure the data you receive is reliable?

Resources

An Evidence Based Practices Folder is currently available to all CEDARS employees, and will be available to Epworth and Christian Heritage employees by February 1st, 2010. In this folder, resources and materials on Nurturing Parenting have been created specific to CEDARS and CEDARS subcontractors, including: a data entry User's Guide for the online AAPI, AAPI hard copies for administration to clients, Frequently Asked Questions and User's guides for staff and supervisors wanting to utilize Nurturing Parenting, and training materials and resources from Nurturing Parenting online.

Training

CEDARS has brought in National Nurturing Parenting Trainers three times beginning with two training session in September 2009, and once in December 2009. We have two additional trainings scheduled for February 2nd and 3rd, and February 4th and 5th. These trainings are two days, and are open to CEDARS and subcontractor employees.

Strengths

CEDARS is creating the structure, forms, and processes necessary to all staff in implementing Nurturing Parenting in a one on one home based setting. CEDARS has a total of 27 scores entered into the online Nurturing Parenting database, most of those representing the group based program in TLC and Bridges.

CEDARS has ordered substantial resources from Nurturing Parenting including the necessary parent handbooks, DVD's, games, staff manuals and lesson plans. CEDARS will have brought in national Nurturing Parenting trainers a total of five times as of February 5th, 2010. Data collection Resources and Procedures have been established trained and made available to all CEDARS staff in a secure centrally located Evidence Based Practices Folder.

Weaknesses

Training, implementing, and administering Nurturing Parenting to the highest fidelity possible has taken more time and planning than originally anticipated. We had aimed to begin administering Nurturing Parenting in a home based setting much sooner than February 2010, but we are confident that taking the time to create CEDARS and subcontractor user guides and processes to properly support this program will result in positive Parenting outcomes due to increased fidelity for the Evidence Based Practice.

Points for Improvement & Plan of Action

FIRST QUARTER: CEDARS will continue training staff, and will begin administering Nurturing Parenting in February 2010 for our Skill building home based services. Subcontractors will begin implementing Nurturing Parenting in homes beginning in March 2010.

SECOND QUARTER: No change.

THIRD AND FOURTH QUARTER: CEDARS has made great headway in program adoption by our in home programs through Skill Building, and at Epworth Village. These improvements will be an asset as CEDARS continues to offer Skill Building in a subcontract with KVC.

FOURTH QUARTER (UPDATE FOR JUNE):

No Change

### Non Evidence-Based Practices

#### **3) Ansell Casey Independent Living (Non-EBP/PP)**

*This program will continue to be implemented with CEDARS clients after the end of the contract, 6/30/2010.*

Fidelity/Implementation

Data Quantity - What percentage are receiving instruments at the programs defined timeline?

#### SECOND QUARTER:

- Overall, CEDARS has 48 Ansell Casey Scores entered, though we are serving 168 youth age 16+ in Service Coordination, if we use Service Coordination as the denominator, that is roughly 29% of CEDARS clients age 16+. A more accurate denominator would probably be based on CEDARS programs total youth age 16+ (N=157), which is 31%.
- CEDARS TLC has 13 Ansell Casey scores entered out of 16 clients aged 16+, well over 80%
- CEDARS BRIDGES TLP has 17 Ansell Casey scores entered out of 27 clients aged 16+, or approximately 63%
- CEDARS Boys Home has 0 Ansell Casey Scores out of 16 clients age 16+.
- CEDARS Emergency Foster Care has 1 Ansell Casey Score entered out of 30 clients age 16+.
- CEDARS Foster Care has 1 Ansell Casey Scores entered out of 40 clients age 16+.
- CEDARS Parent Skill Building has 6 Ansell Casey Scores entered out of 18 clients age 16+.
- CEDARS Turning Point has 0 Ansell Casey Scores entered out of 10 clients age 16+.

#### THIRD AND FOURTH QUARTER:

- CEDARS had eight additional scores entered in the months of April and May 2010; one from Boys home, one from TLC, two from Foster Care, and one from Epworth village. The other four scores were not identifiably linked to a program.
- Overall, CEDARS has 48 Ansell Casey Scores entered, though we are serving 168 youth age 16+ in Service Coordination, if we use Service Coordination as the denominator, that is roughly 29% of CEDARS clients age 16+. A more accurate denominator would probably be based on CEDARS programs total youth age 16+ (N=157), which is 31%.
- CEDARS TLC has 14 Ansell Casey scores entered out of 16 clients aged 16+, well over 80%
- CEDARS BRIDGES TLP has 17 Ansell Casey scores entered out of 27 clients aged 16+, or approximately 63%
- CEDARS Boys Home has 1 Ansell Casey Scores out of 16 clients age 16+.
- CEDARS Shelter has 1 Ansell Casey Score entered out of 30 clients age 16+.
- CEDARS Foster Care has 2 Ansell Casey Scores entered out of 40 clients age 16+.
- CEDARS Parent Skill Building has 6 Ansell Casey Scores entered out of 16 clients in their Youth and Living Skills Program.
- CEDARS Turning Point has 0 Ansell Casey Scores entered out of 10 clients age 16+.

- Epworth Village had 1 client complete Ansell Casey out of 14 Youth and Living Skills clients in their Skill Building Program.

FOURTH QUARTER (UPDATE FOR JUNE):

No Change

Data Quality - What are some of the processes you have in place to ensure the data you receive is reliable?

Resources

An Evidence Based Practices Folder is currently available to all CEDARS employees, and will be available to Epworth and Christian Heritage employees by February 1st, 2010. In this folder, resources and materials on Ansell Casey Independent Living Skills have been created specific to CEDARS and CEDARS subcontractors, including: a data entry User's Guide and training materials.

Training

CEDARS has a training dedicated solely to Independent Living Skills, the Ansell Casey website and lesson plans, and the ACLSA online assessment. This training is offered to all staff and subcontractors working with youth 15 and over. Since November, 2009, this training has been offered monthly, or twice monthly. Many CEDARS staff have used this assessment and had this training prior to the contract period, however.

Strengths

CEDARS TLC and Bridget are following the User Guide and entering data for greater than 50% of clients. Only 18% of CEDARS clients had Ansell Casey in November and December compared to 29% January through March, so we have made a substantial increase in the proportion of clients entered, even during a time of a large influx of clients.

Weaknesses

There are 12 cases not associated with any program; these staff who entered these scores are not using CEDARS ACLSA User's Guide. Boy's Home, Foster Care, Emergency Shelter and Turning Point have virtually no data entered. It is not clear whether they are conducting ACLSA assessments on all youth 16+.

Points for Improvement & Plan of Action

FIRST QUARTER: We will be working hard to extend the scope of data entry and use of this tool for Independent Living skills by orienting and training new staff and Service Coordinators to its use, by including its completion in Case Record Reviews, and by communicating clear goals for completing both the ACLSA and Chafee assessments in a timely manor.

SECOND QUARTER: See section on Chafee.

THIRD AND FOURTH QUARTER: The focus on the changes in the contract have perhaps distracted the application of this assessment. This will be a point of improvement that is noted as necessary and will be carried out by the programs that have youth that are 16+.

FOURTH QUARTER (UPDATE FOR JUNE):

No Change

**4) Love and Logic (Non-EBP/PP)**

*This program will continue to be implemented with CEDARS clients after the end of the contract, 6/30/2010.*

#### Fidelity/Implementation

Program Quality - What are some of the processes you have in place to ensure the program is being implemented reliably?

Love and Logic is a widely used and recognized seven week classroom style parenting program that CEDARS has been offering to clients for many years with high participation and reported satisfaction from recipients. We have teachers who are highly skilled and are very experienced in teaching this curriculum.

#### Strengths

N/A

#### Weaknesses

N/A

#### Points for Improvement & Plan of Action

CEDARS will continue to offer Love and Logic on a rolling basis throughout the year.

### **5) Trauma Informed Care (Non-EBP/PP)**

#### Fidelity/Implementation

Program Quality - What are some of the processes you have in place to ensure the program is being implemented reliably?

Trauma Informed Care is a widely used and recognized training to teach basic knowledge, skills, and values about working with children who are in the child welfare system and who have experienced traumatic stress. This is a required training for all CEDARS staff. Service Coordinators have a more intensive and specialized training offered to them monthly, all other staff are required to go to a shorter 5 hour training, also offered at least monthly.

#### Strengths

N/A

#### Weaknesses

N/A

#### Points for Improvement & Plan of Action

N/A

### **7) Foster Parent Training (Non-EBP/PP)**

#### Fidelity/Implementation

Program Quality - What are some of the processes you have in place to ensure the program is being implemented reliably?

Several agencies involved in the CEDARS partnership will participate in providing the foster care service. CEDARS, Epworth Village, Lutheran Family Services, and Christian Heritage of Nebraska have worked together to design this service in the spirit of cooperation and with the best interests of children and families in mind. A configuration for coverage of the service area has been developed to ensure the entire service area is covered.

A seven week PRIDE training began in January 2010. CEDARS had intended to continue to offer PRIDE training for current and prospective foster parents on a rolling basis throughout 2010. However, after significant research CEDARS decided to switch to PS-MAPP training for foster and adoptive parents. PS-MAPP is a more hands on and interactive training designed to give foster parents an accurate picture of what fostering will be like. It encourages foster parents to partner with biological parents and work well as a team. As indicated in the Foster Parent section, in April of this year a set of staff and foster parents completed training and began to provide PS-MAPP. Two groups totaling 48 foster parents are involved in PS-MAPP training as of this writing June 15th. PRIDE training concluded in March 2010.

Strengths

N/A

Weaknesses

N/A

Points for Improvement & Plan of Action

N/A

## **8) Teen Outreach Program (Non-EBP/PP)**

Fidelity/Implementation

Program Quality - What are some of the processes you have in place to ensure the program is being implemented reliably?

Teen Outreach is usually administered in a school based setting where students enter at the beginning of the year and all at the same time. Thus, it is a 52 week/yr course that is cumulative. It is not designed for students to enter or exit during the course. Because of this, CEDARS has been trying to adapt Teen Outreach to serve the needs of our youth, and to fit within our current programs and processes that coincide with entering and exiting State care as opposed to beginning and ending a school year. We hope to be using Teen Outreach programs and lesson plans, but we cannot measure outcomes as indicated for use as an EBP. A meeting is scheduled at the end of January to discuss using Teen Outreach on a weekly basis in our residential settings.

Strengths

Teen Outreach has a lot of great materials and lesson plans for adolescents and teens at risk for pregnancy or truancy.

Weaknesses

CEDARS has found it difficult to adapt Teen Outreach to our unique population, programs, and has significant barriers due to the often rapid entry and exit of many adolescent clients.

Points for Improvement & Plan of Action

CEDARS will continue to meet with program managers to brainstorm ways to utilize these materials.  
Points for Improvement & Plan of Action