

Maintaining Our Commitment to Community-Based Care: Another Look at the City of Hampton's System of Care



The Honorable Jay E. Dugger, Chief Judge; Hampton
Juvenile and Domestic Relations Court

Betsy Clark, MSW, CSA Administrator; Hampton Department
of Human Services

Why focus on congregate care?



- Lack of research available to prove that children fare better in congregate facilities than family care and some studies have shown outcomes are worse.
- Institutional placements are three to five times the cost of family-based placements.
- Reducing reliance on congregate care has resulted in marked improvements for children.
- The reduction of congregate care has also had impact on the larger system by the reduction in the number of kids in foster care often drop.

• (RIGHTSIZING CONGREGATE CARE, ANNIE E. CASEY FOUNDATION, 2009, PAGE 1)

Hampton At-A-Glance

Statewide	Hampton City
15,645 <i>Distinct Child Count</i>	452 <i>Distinct Child Count</i>
427.1 Million <i>Gross Expenditures</i>	6.5 Million <i>Gross Expenditures</i>
418.2 Million <i>Net Expenditures</i>	6.4 Million <i>Net Expenditures</i>
\$26,731 <i>Average Expenditures</i>	\$14,181 <i>Average Expenditure</i>
--	0.3223 <i>Base Match Rates</i>
0.3397 <i>Effective Match Rate</i>	0.2114 <i>Effective Match Rate</i>

Hampton's Outcome Measures

Statewide	Hampton City
1,866,274 <i>Child Population</i>	29,244 <i>Child Population</i>
14.7% <i>Percent of Children in Poverty</i>	21.1% <i>Percent of Children in Poverty</i>
12.9% <i>Percent of Students with a Disability</i>	13.3% <i>Percent of Students with a Disability</i>
4.3% <i>Percent of Students Not Served in Regular Classroom</i>	4.7% <i>Percent of Students Not Served in Regular Classroom</i>
91.6% <i>On Time Graduation Rate</i>	92.6% <i>On Time Graduation Rate</i>
2.3 <i>Rate of Child Abuse and Neglect Per 1,000 Children</i>	2.0 <i>Rate of Child Abuse and Neglect Per 1,000 Children</i>
82,307 <i>Median Income of Families with Children</i>	53,471 <i>Median Income of Families with Children</i>

A WAY of LIFE



Family focused, community based care is a “lifestyle,” an organizing framework that is value based versus a “model” to be followed. Understanding System of Care is very different than internalizing the principles as the only way of practice.

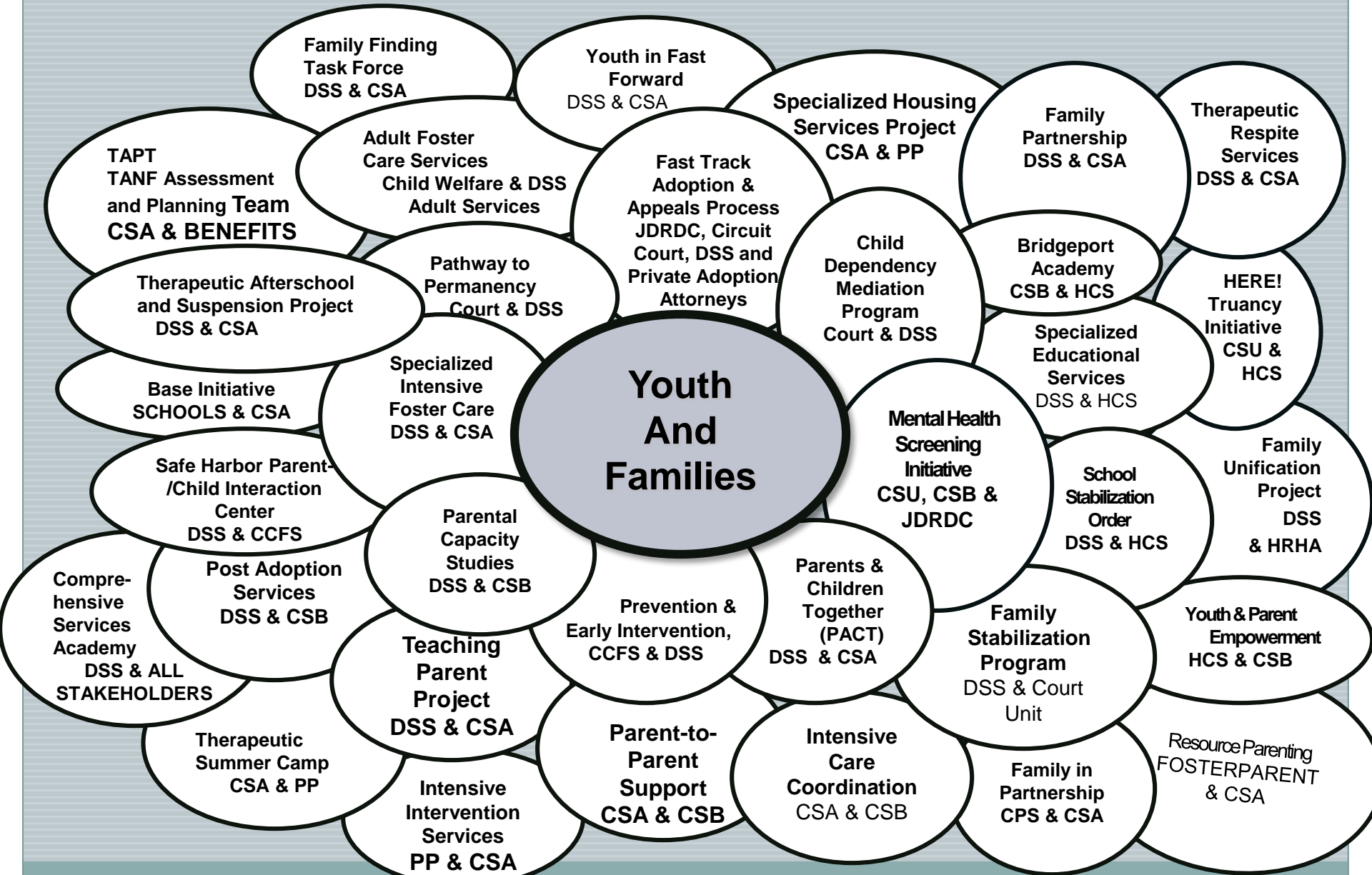
- ❖ Although there are clearly defined roles of CPMT and FAPT, in Hampton, CPMT and FAPT see themselves as part of the same system building team – there is no evidence of a “we versus they” philosophy.
- ❖ There is a non categorical approach to service delivery – service delivery crosses agency and program boundaries versus a “reform” of one agency or another.
- ❖ CPMT and FAPT have been creative and flexible enough to respond to how the administration of funding has changed/evolved over time – understanding that additional constraints would be present and developing alternatives to ensure that the quality of services and access to those services remains the same.

Community Based Services in 1994



Youth were in Residential Treatment

Community Based Services in 2019



This Community Service System was created one child at a time.

Moving From Knowing to Doing



- Community Goals
- Assessment of Resources available (positive and negative)
- Development of new resources/services
- The flexibility of your system
- Responsiveness to crisis and time sensitive situations
- System transparency
- Relationship between community partners, providers and most importantly **FAMILIES**

Key Observations



One child at a time

One FAPT team

Focus on critical outcome data

Thorough assessments

Recognizing families as the experts

Partnerships with public and private providers

Leadership

Child-centered, family-focused, community-based service delivery

Creative and common sense ideas

Unconditional Commitment

The Judge

Relationship building

Courage

Willingness to spend CSA \$\$\$ differently

Taking Action

Hedgehog Concept + Core Value + Beliefs

5 C's of Successful Implementation



- **Conviction** ~ Firm belief that this is right for the organization and customers served
- **Commitment** ~ Dedication to making it happen, monitoring it, and holding all (to include you) accountable to doing it
- **Champions** ~ Find those who will defend, promote, and support the new direction, concept or practice
- **Communication** ~ Clear, Focused, and Honest messaging thru every stage of implementation and operation
- **Courage** ~ Must be able and willing to confront fear of the unknown and uncertainly in the midst of popular opposition and/or discouragement

Moving from Intervention to Prevention



- Home Visiting Programs
 - Welcome Baby
 - Healthy Start
- DSS Early Identification Process
 - Screening families who apply for TANF for additional supports and/or services
 - Opening prevention cases on CPS call that don't meet criteria for an investigation to examine overall family functioning in addition to child safety
- Early Truancy Prevention
 - HERE Initiative
 - B.A.S.E.