

**System of Care Survey
Fall 2006**

**Final Report to the
Charlottesville/Albemarle Commission on Children and Families**

**By the
CSA Committee**

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Executive Summary

- ❖ The response rate for the Executive survey was near 100%; 40 people responded.
- ❖ The response rate for the Line Worker survey was 57%; 76 people responded.

General Information

- ✓ Most respondents (40-50%) had been working for their organizations for at least 5 years.
- ✓ Most respondents worked with children in foster care or the juvenile justice system, or a combination of high-risk children; most Line Workers responding were Social Workers.
- ✓ Nearly all Line Workers worked for agencies that received CSA funds.

Individual Service Plans, Family Involvement, and Addressing Clients' Cultural Needs

- ✓ Executives and Line Workers agree that they have received training in the provision of service plans, tailor service plans to individual client, and incorporate child and family strengths when service planning.
- ✓ At least 84% of respondents report that families are given options during service planning such as choosing/rejecting service options, including/excluding specific people in the process, and being actively involved in prioritizing and goal setting.
- ✓ The majority of Executives and Line Staff report receiving training in cultural competency, and that they assess and address clients' background when service planning. (Addendum Note – Respondents self-identifying as line staff report more cultural training and incorporation of background information than those identifying as executives.)
- ✓ At least 75% of respondents say they incorporate cultural organizations/community groups in service planning/implementation, and 67% of Line Workers say that clients can be matched with service providers based on race, language needs, gender, and/or clinical specialty.
- ✓ The majority of Executives and Line Workers generally agree that their staff reflect the cultural background of their clients at least some, and that they have sufficient bilingual staff (affirmative responses range from 62% to 82%). (Addendum Note – Respondents self-identifying as line staff report more bilingual resources than those identifying as executives.)
- ✓ Agencies are not as frequently conducting outreach to specific cultural groups/populations to inform them of services (62%-66% responding affirmatively).

Accessibility of Services

- ✓ Most respondents reported their agencies provide in-home or in-school services, provider hours on evenings and weekends, as well as reimbursement for transportation and child care while attending services (transportation is paid for more often than child care, about 75% compared to about 50% of respondents endorse these as happening relatively often, respectively). (Addendum Note – Respondents self-identifying as line staff report more often providing services in homes and paying for transportation to services than those identifying as executives.)

Service Availability

- ✓ While 61% of Executives feel the local service array is sufficient, only 32% of Line Workers do. However, at least half of Executives/Line Workers responding reported difficulty finding appropriately restrictive placement, and most Executives reported there not being sufficient local locked or unlocked residential services to keep children in the community.

Interagency Collaboration

- ✓ Agencies in this community collaborate the most often when it comes to sharing common administrative forms, joint staff trainings, administrative meetings, interagency case management meetings, and using blended/coordinated funding (especially surrounding CSA funds).
- ✓ Areas where more collaboration may be needed are in having unified, interagency case records, having an integrated management information system, interagency system-level policy, planning and coordination, interagency staff meetings, out-stationing staff, and joint hiring/recruiting of staff.

Family Involvement in Policy Making and Administration

- ✓ Families are not reported to be very involved in policy making and administration (i.e., developing or providing staff training, recruiting or hiring staff, being represented on governance and policy bodies, or agencies paying for transportation/child care to facilitate family involvement in these activities).

System of Care and Strategies for Maintaining the System of Care

- ✓ While Executives are split as to how developed they see the local system of care, the vast majority understand it and see it as beneficial. However, only 31% felt there had been any community training on the “system of care” approach.
- ✓ While most Executives see the community as successful in accessing Medicaid and partnering to obtain increased funding, fewer felt that the community was successful at shifting from higher- to lower-cost services or using blended categorical funding.
- ✓ 64%-77% of Executives reported this community successfully using evaluation/outcomes, coordinated service provision, and coordinated efforts to obtain political support.

Priorities

- ✓ Ensuring that services in the service array have sufficient capacity to serve the local children who need them was readily endorsed as a 1st, 2nd, and 3rd priority for Executives, as well as a 1st and 3rd priority for Line Workers. Overall, this was the most often endorsed priority item.
- ✓ Generally tying for second-most-frequently-endorsed priority items were (a) minimizing the need for children to leave the community for services, and (b) supporting and maintaining family involvement in their families’ service plans.

Recommendations
ENDORSED BY CCF – MAY 2, 2007

Based on the findings from the Systems of Care survey conducted in the Fall 2006, we recommend the following items be addressed over the course of the next two years:

1. Hold a series community-based trainings in the Systems of Care philosophy for families and agency staff.
 - Include all line-workers/administrators/middle management/supervisors in trainings.
 - Trainings may occur as face-to-face meetings and/or as on-line self-guided modules.
 - These meetings may also serve as a venue for addressing information sharing needs, as described in #4.a.1) below
 - Explore external funding possibilities to cover associated costs.

2. Understand and address limits to the local service array.
 - Explore what amount/types of local services are still needed in the community to serve the needs of local children.
 - Conduct a needs/assets assessment of community-based services aimed at keeping children out of residential and foster care.
 - Understand policy and resource issues impacting service availability and access.
 - Understand needs and move forward on addressing local gaps in residential treatment options for children.
 - Issue a request for letters of interest from vendors regarding establishing a local, secure, short-term residential, crisis stabilization and assessment facility for children/teens.
 - Explore what amount/types of local, unlocked residential facilities are needed.
 - Increased formal opportunities for line-workers to share information about resources.
 - This may include regular meetings and/or on-line resources to facilitate communication among all levels of agency staff.

3. While families often participate in direct service planning, there are many places to improve family participation in administration, governance, and policy making, as well as improvements to service provision and implementation that could improve outcomes.
 - Coordinate and expand the available family advocates in this community to help ensure that families maintain involvement in their service plans.
 - Family advocates that currently exist include: CASA, FAPT family advocate, CHINS Team family advocate, CAC, Family Support Workers in the County Schools.
 - Collaborate with the Virginia Federation of Families (Contact: Vicky Hardy-Murrell) to facilitate bringing a cross-disciplinary, cross-agency family advocacy organization to Charlottesville/Albemarle.
 - Additional resources should be obtained to facilitate families' access to services as well as to administrative/policy meetings, such as reimbursement for transportation and child care.

4. Continue to facilitate culturally competent service provision, including increasing bilingual and multi-ethnic service providers, and especially outreach to underserved populations.
 - CSA will request that CCF work with partners to develop a process to create a community-wide definition and standards of cultural competence.
 - Create community-wide, on-going staff development in cultural competence.
 - Create community-wide workforce development including job training and diversity hiring.

5. Develop a plan of on-going assessment.
 - Conduct an annual assessment of progress made meeting these recommendations.
 - Conduct an on-going assessment of the local system of care, which may include a formal survey at least every two years, including assessing the satisfaction of service recipients as well as those who drop out of services.
 - Continued review of data and recommendations for continuous improvement.

Detailed Data Summary

General Information

- ✓ 40 individuals responded to the Executive survey (of 36 sent out; near 100% response rate¹)
 - 22 identified themselves as Executives or Program Managers
 - 18 identified themselves as some sort of direct service provider
- ✓ 76 individuals responded to the Line Worker survey (of 134 sent out; 57% response rate)
 - 11 identified themselves as Executives or Program Managers
 - Most identified themselves as Social Workers
- ✓ Line Workers report working for agencies that received CSA funds (92%).
- ✓ Executives and Line Workers had both worked for their agency/organization for about 2-5 years (27.5% of Executives, 25% of Line Workers) or longer than 5 years (40% of Executives, 49% of Line Workers).
- ✓ Executives largely report working with all types of troubled youth, and Line Workers worked primarily with children in foster care or those involved in the juvenile justice system.
- ✓ The surveys were judged to be valid.
 - One item for the Line Workers was deleted from analysis because it was judged likely to have been misinterpreted
 - “I work during the evening or on weekends.”
 - 4 individuals started the Line Worker survey, then stopped after the first couple of items. They called Cindy Stratton and were directed to answer the Executive survey instead.
 - While it is somewhat unusual that Executives identified themselves as Line Workers and vice-versa, we are fairly confident about the service roles of those to whom the surveys were sent. We are comfortable leaving the data as is, and not excluding folks based on the way they classify their position.
 - However, a set of additional analyses were conducted to see if there were differences in responses between those who self-identified as having executive/managerial positions and those who self-identified as having line worker positions. Those data are presented in this report, and presented as “Addendum Note.” – While some differences were found; they were not frequent or robust enough to likely indicate that the overall data is invalid.

Individual Service Plans

- ✓ Executives and Line Workers most often report “Sometimes” (Executives 64%, Line Workers 81%) or “Frequently” (Executives 28%, Line Workers 19%) tailoring ISPs to each child’s needs.
- ✓ Executives and Line Workers agree that
 - they provided/received training in the provision of ISPs
 - that ISPs assess and incorporate child and family strengths

¹ It is likely that the executives who were originally sent the survey forwarded it to other managers within their organization to complete – thus, raising the number of respondents to this survey. Thus, it is not possible to tell how many of the individuals to whom the survey was originally sent responded, but it is assumed to be near 100%.

Interagency Collaboration

- ✓ 41% of Executives say there was an integrated management information system available, while 58% of Line Workers knew of one.
 - All 8 Executives who responded said that MIS system was helpful, and 17 of the 20 Line Staff who responded said that it was.
 - Line Workers are somewhat split as to whether agencies use the MIS (61% say it is used “Sometimes” or “Frequently”).
- ✓ The majority of Executives (67%) and Line Staff (59%) say that there was not a unified case record in this community that made client information accessible to multiple agencies.
- ✓ Line Workers report using shared/common administrative forms (61%).
- ✓ Executives generally report that they or their staff (“Sometimes” or “Frequently”) participate in joint service provision/planning (i.e., staff trainings 85%, administrative/system implementation meetings, 82%). Note that Line Workers report attending joint staff trainings from between 6-11 times/year up to once a month or more (85%).
 - Only 50% of Executives report participating in interagency system-level policy, planning and coordination meeting.
 - Only 56% report joint staff development activities.
 - Only 51% report out-stationing staff.
 - Only 34% report joint hiring or recruiting of staff.
- ✓ Most Line Workers report attending interagency case management/care review meetings on at least a semi-frequent basis (at least 7-11 times/year, 87%).
- ✓ 91% of Line Workers report there being case managers who coordinate care across agencies.
- ✓ 35% of Line Workers report attending interagency staff meetings at least once/month, and 25% report “Never” doing so.
- ✓ 69% of Executives report there being blended/coordinated funding.
 - Examples were mostly centered on CSA funds/services, as well as a mention of Family Treatment Court and some very specific ways individual agencies coordinate funding for service provision.

Family Involvement in Policy Making and Administration (only Executives were given these questions)

- ✓ On the whole, families are not reported to be involved in policy making and administration (i.e., developing or providing staff training, recruiting or hiring staff, representatives on governance and policy bodies, paying for transportation/child care to facilitate family involvement in these activities). Executives said that this “Never” happens 54% - 75% (across all such questions).
 - 48% of Executives say that family members service in some sorts of staff roles.

Accessibility of Services

- ✓ 80% of Executives and 74% of Line Workers report providing services in clients' homes "Sometimes" or "Frequently." – Addendum Note: If the responses are divided by the job position self-reported by the respondents, then those with line staff positions report providing services in clients' homes significantly more often than those with executive/managerial positions.
- ✓ 79% of Executives and 77% of Line Workers report paying for transportation to services, and 56% of Executives and 57% of Line Workers report paying for child care for services when needed. – Addendum Note: If the responses are divided by the job position self-reported by the respondents, then those with line staff positions report providing transportation to services significantly more often than those with executive/managerial positions.
- ✓ 75% of Executives report that service providers are available during evenings and weekends (at least twice a week).
- ✓ 72% of Executives report that services are provided in schools (at least once a week).
 - Using a slightly different scale, 39% Line Workers report providing services in schools at least twice a week.

Family Involvement

- ✓ 85% of Executives and 86% of Line Workers report giving families the opportunity to choose or reject service options
- ✓ 92% of Executives and 93% of Line Workers report families actively participating in prioritizing problems, concerns, or challenges, and developing service/treatment goals.
- ✓ 84% of Executives and 91% of Line Workers report that families have a voice in including/excluding participation of specific individuals in the service planning process.

Addressing Clients Cultural Needs

- ✓ The majority of Executives and Line Workers say that they have received training in cultural competency (83% Executives, 87% Line Workers). – Addendum Note: If the responses are divided by the job position self-reported by the respondents, then those with line staff positions report having cultural competency training significantly more often than those with executive/managerial positions.
- ✓ 75% of Executives and 77% of Line Workers report "Sometimes" or "Frequently" involving cultural organization and community groups in providing/supporting agency services.
- ✓ 86% of Executives and 98% of Line Workers report assessing and addressing client background when service planning (there is a statistical difference between Executives and Line Workers, with Line Workers saying they do a better job at this). – Addendum Note: If the responses are divided by the job position self-reported by the respondents, then this finding still holds true.
- ✓ 55% of Executives and 42% of Line Workers report "Sometimes" or "Frequently" conducting outreach to specific cultural groups/populations to inform them about the availability of services.
- ✓ 62% of Executives and 66% of Line Workers report having "Some" or "Many" staff members who reflect the cultural background of families they serve ("Many": Executives 14%, Line Workers 18%).
- ✓ 67% of Line Workers say that families can be matched with providers based on race, language needs, gender, and/or clinical specialty.

- ✓ 82% of Executives and 78% of Line Workers report having sufficient bilingual staff to serve the client population. – Addendum Note: If the responses are divided by the job position self-reported by the respondents, then those with line staff positions report having significantly more bilingual resources than those with executive/managerial positions.
 - To the extent that there are not enough bilingual service providers, Executives overwhelmingly say that they need for Spanish speakers. This is followed by African languages and then Asian languages.

Service Availability

- ✓ 61% of Executives report that there are sufficient local services (amount and type) to ensure that children are not placed outside the community (“Agree Somewhat” and “Agree a lot”); however, only 32% of Line Workers agree. This is not a statistically significant difference (almost, but not quite).
- ✓ 37% of Executives report that their service providers are able to find appropriately restrictive placements for their clients, while 50% of Line Workers agree with this. This is not a statistically significant difference.
- ✓ Most Executives report there not being sufficient *local* locked or unlocked residential services to keep children in the community (81% and 65%, respectively).

System of Care (only Executives were given these questions)

- ✓ Most Executives report understanding the benefits of and supporting a system of care approach (86% and 96%, respectively).
- ✓ Executives were on the fence as to how well-developed our local system of care is (79% “Disagree a little” or “Agree Somewhat” – the middle choices).

Strategies for Maintaining a System of Care (only Executives were given these questions)

- ✓ 64% say that evaluations and outcomes were being successfully used in this community.
- ✓ 31% say there has been training on the “system of care” approach.
- ✓ 77% say Executives and Managers were working together for coordinated service provision.
- ✓ 70% say Executives and Managers were working together to generate political support to effect changes.
 - 65% endorse this collaboration aimed toward making changes at the State or Local level to support a “system of care” approach.
- ✓ 55% feel the community is successful in shifting funds from higher- to lower-cost services.
- ✓ 86% feel the community is successful in increasing access to Medicaid reimbursement.
- ✓ 89% feel the community is creating successful partnerships to obtain increased funding.
- ✓ 65% feel their agency works successfully with other agencies to blend categorical funding to provide services.

Priorities

- ✓ Ensuring that services in the service array have sufficient capacity to serve the local children who need them was readily endorsed as a 1st, 2nd, and 3rd priority for Executives, as well as a 1st and 3rd priority for Line Workers. Overall, this was the most often endorsed priority item.
- ✓ Generally tying for second-most-frequently-endorsed priority items were (a) minimizing the need for children to leave the community for services, and (b) supporting and maintaining family involvement in their families' service plans.
- ✓ Also important to Executives was reducing the number of children who are served in setting more restrictive than necessary.
- ✓ Also important to Line Workers was (a) more interagency collaboration in planning for services, and (b) more interagency information sharing.

Executives-Only Survey Response Data

Total number of Respondents: 40

The numbers reported to the right of the question choices represent the number of respondents endorsing that particular choice.

General Information

What best describes your position?

Position	Number of Respondents
Agency Executive	11
Program Manager	11
Case Manager	6
Direct Service Provider	9
Mental Health Worker	2
Other	1

Interagency Coordination

My staff attends trainings with staff from other local agencies/organizations.

- Never 0
- Rarely 5
- Sometimes 19
- Frequently 10

I attend joint administrative or system implementation meetings with other local agencies and organizations.

- Never 2
- Rarely 4
- Sometimes 14
- Frequently 14

Staff members from my agency/organization are out-stationed in another agency's office or service locations.

- Never 14
- Rarely 2
- Sometimes 10
- Frequently 7

In this service community, agencies pool, blend or coordinate funds to provide services to children and families.

- | | |
|-------------------------------------|----|
| <input type="checkbox"/> Never | 3 |
| <input type="checkbox"/> Rarely | 7 |
| <input type="checkbox"/> Sometimes | 9 |
| <input type="checkbox"/> Frequently | 13 |

If you answered Occasionally, Sometimes or Frequently above, please indicate the specific purposes for which funds are pooled or coordinated:

- o Family Treatment Court
- o to more comprehensively meet the needs of children and families
- o My agency coordinates grants that provide funding to multiple agencies, often working collaboratively.
- o early intervention services; pre-school initiatives; welfare-to-work; child care, etc
- o City Schools supports our After-School Tutoring Program. We share Americorp members with a Program at UVA, DITL.
- o CSA, VJCCCA, City and County funds are used to provide outreach and residential services to at risk kids and families
- o When interdisciplinary team planning occurs and use of specific initiative funds or grant services versus CSA funds is able to be determined.
- o student assistance staff in high school (3) use csb and school funds to pay personnel cost
- o therapeutic, in-home, counseling, mentoring, services across any / all agencies
- o CSA funding of services to children in Foster Care, at risk for abuse / neglect, or otherwise at risk for foster care placement.
- o Direct mental health and/or supportive services to kids and families Administration of programs such as foster home recruitment and training Utilization review position School based social work staff
- o Funds are pooled to provide group home care or therapeutic foster care in our system in coordination with other community services helpful to the child or their family.
- o CSA funds to cover services for families without Medicaid or funding sources
- o For example, CSB Project Link and DSS might coordinate funding for participants in Family Treatment Court
- o IN HOME CLINICIANS, SUBSTANCE ABUSE COUNSELING
- o For DSS, the school system will take on some expenses toward in-school behavioral management to allow for more spending in another needs area (such as in-home, family therapy)
- o We coordinate funds with DSS in order to be able to give services to our consumers.
- o in-home, prevention services, foster care prevention, and ESS are all different funding sources.
- o There are a variety of funding options available to families that want or need services and if one agency is unable to provide the funds then they can call and ask if another agency would be able to pay for services. My knowledge on this is limited but its my understanding that it happens.
- o preschool programming, foster child prevention services, FAPT, CSA, health care needs, training of staff

I and/or my staff participate in interagency team meetings for system-level policy, planning and coordination purposes.

- | | |
|---|----|
| <input type="checkbox"/> Never | 2 |
| <input type="checkbox"/> Six or fewer times a year | 11 |
| <input type="checkbox"/> Seven to eleven times a year | 4 |
| <input type="checkbox"/> Once a month | 5 |
| <input type="checkbox"/> Two or more times a month | 12 |

My staff and/or I participate in joint development of staff training, curricula and materials with at least one other agency in the Charlottesville/Albemarle County community

- | | |
|---|----|
| <input type="checkbox"/> Never | 6 |
| <input type="checkbox"/> Less than once a year | 9 |
| <input type="checkbox"/> One to three times a year | 15 |
| <input type="checkbox"/> More than three times a year | 4 |

My staff and/or I conduct joint hiring or recruiting of staff with other agencies

- | | |
|---|----|
| <input type="checkbox"/> Never | 12 |
| <input type="checkbox"/> Less than once a year | 9 |
| <input type="checkbox"/> One to three times a year | 9 |
| <input type="checkbox"/> More than three times a year | 2 |

Family Involvement in Policy Making and Administration

My agency includes family members in developing or providing training to service providers.

- | | |
|-------------------------------------|----|
| <input type="checkbox"/> Never | 20 |
| <input type="checkbox"/> Rarely | 6 |
| <input type="checkbox"/> Sometimes | 5 |
| <input type="checkbox"/> Frequently | 1 |

My agency includes family members in recruiting and hiring staff.

- | | |
|-------------------------------------|----|
| <input type="checkbox"/> Never | 24 |
| <input type="checkbox"/> Rarely | 4 |
| <input type="checkbox"/> Sometimes | 3 |
| <input type="checkbox"/> Frequently | 1 |

My agency includes family representatives on governance and policy bodies, such as steering committees, advisory groups and boards.

- | | |
|-------------------------------------|----|
| <input type="checkbox"/> Never | 13 |
| <input type="checkbox"/> Rarely | 6 |
| <input type="checkbox"/> Sometimes | 4 |
| <input type="checkbox"/> Frequently | 1 |

My agency either provides or pays for transportation to families if they need it to get to governance and policy meetings.

- | | |
|--|----|
| <input type="checkbox"/> Never | 13 |
| <input type="checkbox"/> Seldom, on a case by case basis | 6 |
| <input type="checkbox"/> Sometimes | 4 |
| <input type="checkbox"/> Frequently | 1 |

My agency either provides or pays for child care services to families if they need it to attend governance and policy meetings.

- | | |
|--|----|
| <input type="checkbox"/> Never | 18 |
| <input type="checkbox"/> Seldom, on a case by case basis | 5 |
| <input type="checkbox"/> Sometimes | 4 |
| <input type="checkbox"/> Frequently | 2 |

Do family members serve in staff roles (e.g. advocates, service providers, case managers, etc.)?

- | | |
|------------------------------|----|
| <input type="checkbox"/> Yes | 19 |
| <input type="checkbox"/> No | 21 |

Accessibility of Services

In my agency or organization, providers are available during the evening or on weekends.

- | | |
|--|----|
| <input type="checkbox"/> Never | 6 |
| <input type="checkbox"/> One or fewer times a week | 1 |
| <input type="checkbox"/> 2-3 times/week | 5 |
| <input type="checkbox"/> 4 or more times/week | 16 |

My agency provides services in the local schools.

- | | |
|--|----|
| <input type="checkbox"/> Once a month or less | 5 |
| <input type="checkbox"/> 2-3 times a month | 3 |
| <input type="checkbox"/> About once a week | 3 |
| <input type="checkbox"/> More than once a week | 18 |

Family Involvement

Please describe any support services provided to families that have not be mentioned so far.

- case management including housing, referrals
- Referrals to other community agencies Purchase of intensive in-home family therapy.
- Financial assistance; housing assistance; home based mental health services
- Family Support Child Aid Mental Health Service Support Educational Support Specialist
- Educational support specialist. People who work in the schools on a daily basis to work with children who have mental or behavioral problems.
- The agency also offers parenting support classes that teach effective parenting skills.
- Referrals to many outside resources, court appearances, crisis intervention, consults, and presentations.

Addressing Clients’ Cultural Needs

If you indicated that you do not have sufficient bilingual staff, please indicate the language(s) (other than English) that you would like staff to speak:

- Spanish
- We have occasional needs for less prevalent languages for which we employ an interpreter or interpreter service. Most often Spanish, Asian, and African languages needed, but this will be a growing and complex need. We generally have a few Spanish speaking employees.
- Spanish
- Over 39 different languages within the school system.
- Hispanic
- Spanish
- Spanish
- Can not identify any specifically which would be more valuable than others.
- Spanish American sign language
- Spanish
- spanish, african dialects, bosnian
- Spanish
- Spanish
- Spanish African languages
- Spanish
- Spanish
- Spanish, Somali, Hindi
- MI MI for Africa/ Somalia / Kenya.
- SPANISH
- Spanish and Sumalian
- multiple- Spanish of most need, Asian -multiple dialects and languages, African origin languages, Arabic, Pashtu, etc.

Service Availability

There are sufficient *local* locked residential services in amount and type to ensure that my staff does not have to place children out of the local community in order to receive the services they need.

- | | |
|--|----|
| <input type="checkbox"/> Strongly disagree | 16 |
| <input type="checkbox"/> Disagree a little | 5 |
| <input type="checkbox"/> Agree somewhat | 3 |
| <input type="checkbox"/> Strongly agree | 2 |

There are sufficient *local* unlocked residential services in amount and type to ensure that my staff does not have to place children out of the local community in order to receive the services they need.

- | | |
|--|----|
| <input type="checkbox"/> Strongly disagree | 13 |
| <input type="checkbox"/> Disagree a little | 4 |
| <input type="checkbox"/> Agree somewhat | 7 |
| <input type="checkbox"/> Strongly agree | 2 |

System of Care

I have a good understanding of the benefits that a “system of care” approach provides to families and communities.

- | | |
|--|----|
| <input type="checkbox"/> Strongly disagree | 2 |
| <input type="checkbox"/> Disagree a little | 2 |
| <input type="checkbox"/> Agree somewhat | 15 |
| <input type="checkbox"/> Strongly agree | 10 |

I support the concept of a system of care and think it provides opportunities to better serve my agency’s clients

- | | |
|--|----|
| <input type="checkbox"/> Strongly disagree | 1 |
| <input type="checkbox"/> Disagree a little | 0 |
| <input type="checkbox"/> Agree somewhat | 9 |
| <input type="checkbox"/> Strongly agree | 18 |

Even if the term “system of care” is not commonly used locally, the Charlottesville-Albemarle human services community’s system of care is well-developed.

- | | |
|--|----|
| <input type="checkbox"/> Strongly disagree | 3 |
| <input type="checkbox"/> Disagree a little | 10 |
| <input type="checkbox"/> Agree somewhat | 12 |
| <input type="checkbox"/> Strongly agree | 3 |

Strategies for Maintaining Systems of Care

My community has successfully used evaluation and outcomes to generate support for improving service delivery in a coordinated way.

- | | |
|--|---|
| <input type="checkbox"/> Strongly Disagree | 3 |
| <input type="checkbox"/> Disagree a little | 1 |
| <input type="checkbox"/> Agree somewhat | 3 |
| <input type="checkbox"/> Strongly Agree | 4 |
| <input type="checkbox"/> Don’t know | 3 |

My community has provided training on the “system of care” approach.

- | | |
|--|----|
| <input type="checkbox"/> Strongly Disagree | 7 |
| <input type="checkbox"/> Disagree a little | 11 |
| <input type="checkbox"/> Agree somewhat | 5 |
| <input type="checkbox"/> Strongly Agree | 3 |
| <input type="checkbox"/> Don’t know | 0 |

My community has been successful in bringing together executives and managers from a wide range of agencies/organizations to create coordinated service provision.

- | | |
|--|----|
| <input type="checkbox"/> Strongly Disagree | 1 |
| <input type="checkbox"/> Disagree a little | 4 |
| <input type="checkbox"/> Agree somewhat | 6 |
| <input type="checkbox"/> Strongly Agree | 11 |
| <input type="checkbox"/> Don’t know | 6 |

My community has been successful in bringing together executives and managers from a wide range of agencies/organizations to generate political support to effect changes.

- | | |
|--|----|
| <input type="checkbox"/> Strongly Disagree | 0 |
| <input type="checkbox"/> Disagree a little | 6 |
| <input type="checkbox"/> Agree somewhat | 10 |
| <input type="checkbox"/> Strongly Agree | 4 |
| <input type="checkbox"/> Don't know | 8 |

My community has been successful in bringing together executives and managers from a wide range of agencies/organizations to make policy changes at either the state or local level that support a "system of care" approach.

- | | |
|--|---|
| <input type="checkbox"/> Strongly Disagree | 1 |
| <input type="checkbox"/> Disagree a little | 5 |
| <input type="checkbox"/> Agree somewhat | 9 |
| <input type="checkbox"/> Strongly Agree | 2 |
| <input type="checkbox"/> Don't know | 0 |

My community has been successful in shifting funds from higher- to lower-cost services (e.g., funding clinic services instead of in-home services) that meet the needs of children and families.

- | | |
|--|----|
| <input type="checkbox"/> Strongly Disagree | 3 |
| <input type="checkbox"/> Disagree a little | 6 |
| <input type="checkbox"/> Agree somewhat | 11 |
| <input type="checkbox"/> Strongly Agree | 0 |
| <input type="checkbox"/> Don't know | 8 |

My community has been successful in increasing access to Medicaid reimbursement for services provided in the community.

- | | |
|--|----|
| <input type="checkbox"/> Strongly Disagree | 1 |
| <input type="checkbox"/> Disagree a little | 2 |
| <input type="checkbox"/> Agree somewhat | 8 |
| <input type="checkbox"/> Strongly Agree | 11 |
| <input type="checkbox"/> Don't know | 6 |

My community has successfully created interagency partnerships to obtain increased funding for services for children and families.

- | | |
|--|----|
| <input type="checkbox"/> Strongly Disagree | 0 |
| <input type="checkbox"/> Disagree a little | 2 |
| <input type="checkbox"/> Agree somewhat | 12 |
| <input type="checkbox"/> Strongly Agree | 4 |
| <input type="checkbox"/> Don't know | 5 |

My agency/organization has worked successfully with other local agencies to blend categorical funds to provide individualized services to families.

- | | |
|--|---|
| <input type="checkbox"/> Strongly Disagree | 1 |
| <input type="checkbox"/> Disagree a little | 5 |
| <input type="checkbox"/> Agree somewhat | 7 |
| <input type="checkbox"/> Strongly Agree | 4 |
| <input type="checkbox"/> Don't know | 0 |

Line Worker-Only Survey Response Data

Total number of Respondents: 76

The numbers reported to the right of the question choices represent the number of respondents endorsing that particular choice.

General Information

What best describes your position?

Position	Number of Respondents
Agency Executive	1
Program Manager	10
Case Manager	5
Social Worker	36
Direct Service Provider	7
Probation Officer	7
Administrative Support	2
Other	8

Does your agency receive CSA funds to serve any or all of its clients?

- Yes 65
- No 6
- Don't know 4

Interagency Collaboration

I participate in case management/care review meetings involving at least one other agency, and/or I attend at least one other agency's case management/care review meetings.

- Never 0
- Six or fewer times a year 7
- Seven to eleven times a year 16
- Once a month 9
- Two or more times a month 11

I attend trainings with staff from other local agencies.

- Never 0
- Three to five times a year 5
- Six to eleven times a year 19
- Once a month or more 10

Across the whole service community there are case managers with responsibilities for coordinating care across agencies.

- Yes 51
- No 5
- I don't know 13

I attend staff meetings with staff members from at least one other agency.

- | | |
|---|----|
| <input type="checkbox"/> Never | 17 |
| <input type="checkbox"/> Six or fewer times a year | 21 |
| <input type="checkbox"/> Seven to eleven times a year | 7 |
| <input type="checkbox"/> Once a month | 10 |
| <input type="checkbox"/> Two or more times a month | 14 |

Agencies in this service community use the MIS

- | | |
|-------------------------------------|----|
| <input type="checkbox"/> Never | 8 |
| <input type="checkbox"/> Rarely | 1 |
| <input type="checkbox"/> Sometimes | 7 |
| <input type="checkbox"/> Frequently | 7 |
| <input type="checkbox"/> Don't know | 45 |

Agencies in this service community use shared/common administrative forms to ease service provision and facilitate information sharing between agencies.

- | | |
|-------------------------------------|----|
| <input type="checkbox"/> Never | 7 |
| <input type="checkbox"/> Rarely | 15 |
| <input type="checkbox"/> Sometimes | 24 |
| <input type="checkbox"/> Frequently | 10 |
| <input type="checkbox"/> Don't know | 14 |

Accessibility of Services

I provide services in the local schools.

- | | |
|--|----|
| <input type="checkbox"/> Never | 19 |
| <input type="checkbox"/> Once a month or less | 24 |
| <input type="checkbox"/> Two to four times a month | 11 |
| <input type="checkbox"/> More than once a week | 16 |

Family Involvement

If families in your agency receive support services please indicate the types of services:

- Housing Assistance Transportation SA Treatment Foster Care
- Health & Nutrition Mental Health referrals Parent Education College tuition for parents of currently enrolled program participants.
- Counseling SA treatment parenting skills mentoring child care transportation independent living skills tutoring
- Family therapy
- individual therapy in home services mentor services psychiatric child aide Teens GIVE
- Transportation Parenting and other training options regular visitation individual consults community resource assistance
- Financial Benefits, Employment Assistance, Child Care, Adult and Child Protective Services, Foster Care, Foster Care Prevention, casemanagement, crisis stabilization.
- CSA, VJCCCA, JABG, DCJS Grants
- prevention services for at risk behaviors on the child's or parents part
- Family Therapy, Substance Abuse Services, Psychological Evaluations, Medication Management, Individual Counseling and Parenting Skills.
- Post adoptive services to include tutoring, in home counseling, respite, and residential placement all accessing adoption subsidy funds.
- counseling, case management, crisis intervention, after-school program, tutoring, foster care, group home
- Foster Care Prevention and Ongoing CPS - case mgt. more than direct services.
- Counseling, food, clothing, tutoring, Big Siblings,
- Academic

- individual, in-home, family counseling, residential treatment, tutoring, independent living, day care, medication management, education, medical treatment, foster care placement.
- Intensive in-home services; parenting skills training; health management and care
- Counseling, referrals for Substance Abuse treatment programs, assistance with transportation, coordination of visitation schedules, invitations to service planning meetings, interpreter services, consultation with social worker, etc.
- in-home therapy mentoring other services as deemed appropriate to meet the family's needs
- individual counseling, home based counseling and parenting classes.
- child care, in-home counseling, medical and dental support, substance abuse counseling
- in-home counseling and mentoring, outpatient counseling, school family support workers, parenting classes, psychological evaluations, substance abuse evaluations and treatment, child care, transportation, benefits such as Medicaid and Food Stamps
- Substance abuse and mental health counseling services. In-home family counseling.
- in home family counseling transportation financial assistance with material needs information and referral parenting classes day care services substance abuse services
- we contract for: day care services in-home services counseling services residential treatment psychological evaluations parenting classes treatment foster care
- I don't know how you define support services.
- Counseling, transportation, case management, financial assistance, referrals and information.
- mentoring in home services
- daycare, income assistance, fuel assistance, therapy, transportation, independent living, housing assistance, family reunification/rent assistance
- Counseling (individual, substance abuse, family, etc.); daycare; mileage reimbursement; prevention; cps; foster care; reunification services; etc.
- Case management Service Coordination Info and referral Funding for support services Transportation Advocacy Crisis intervention Emotional support Family Support Network Building
- individual/family counseling, substance abuse evaluations and treatment, gas vouchers, payment for extra-curricular youth activity, parent education/training.
- CSA Title-IV Food Stamps Visions TANF Medicaid
- I know this is anonymous, but I work for DSS...so we use supportive services from other agencies.
- remediation of child abuse/neglect concerns referrals for services guidance on parenting concerns, assistance in understanding court and legal process information and support regarding the adoption process IV-E, CSA and adoption subsidy funding to address a variety of needs
- counseling, rehabilitation, housing, day care, job skills training/support, parenting skills training, crisis intervention
- In-home services Financial Assistance Assessment services
- In-home counseling, Individual counseling, family counseling, substance abuse treatment, emergency or crisis services,
- Food Stamps Housing Disability
- case management, psychiatric evaluation and medication management
- Family Support Services, Educational Support Services
- Educational support Family support case management mentoring
- Child-aide, Family Support Services, Educational Support Services
- Psychiatric services
- We coordinate services with other agencies (usually DSS). We may provide group sessions in house. We help or make referrals to community services.
- All CSA funded services.
- mentoring, counseling, in-home counseling, respite, case management.
- Public School

Addressing Clients' Cultural Needs

In my agency, if they choose, children/families are matched with providers based on race, language needs, gender, and/or clinical specialty.

<input type="checkbox"/> Never	7
<input type="checkbox"/> Rarely	14
<input type="checkbox"/> Sometimes	26
<input type="checkbox"/> Frequently	17

Executives and Line Workers-Shared Item Response Data

The wording of all the items here are drawn from the Line Worker’s survey. The wording of the questions for the Executives was slightly different in that it would have referred to “your staff” rather than “I.”

General Information

How long have you worked for your current agency/organization?

Position	Executives	Line Workers
Less than one year	6	11
One to less than two years	4	9
Two to less than five years	11	19
Five or more years	16	37
Other	3 (20, 29, 31 years)	0

No statistical difference between executive and line workers responses.

What is the main target population(s) of children and youth with which your agency works? *Executives were given the option of checking more than one box, while Line Workers had to select only one. Most Executives checked more than one box – most checked all of the boxes.*

	Exec	LW
<input type="checkbox"/> Foster children and youth	22	18
<input type="checkbox"/> Youth involved in the juvenile justice system	23	14
<input type="checkbox"/> Youth in foster care prevention	22	9
<input type="checkbox"/> Severely emotionally disturbed youth	24	2
<input type="checkbox"/> Children and youth with behavioral health needs	26	5
<input type="checkbox"/> Children with special educational needs	22	6

Individual Service Plans

In my agency, individual child service plans (ISPs) are tailored to each child’s needs.

	Exec	LW
<input type="checkbox"/> Never	2	0
<input type="checkbox"/> Rarely	1	0
<input type="checkbox"/> Sometimes	23	59
<input type="checkbox"/> Frequently	10	14

No statistical difference between executive and line workers responses.

I have received training on the provision of individualized child service plans (ISPs) (e.g., coursework, agency trainings, or community trainings).

	Exec	LW
<input type="checkbox"/> Yes	24	56
<input type="checkbox"/> No	6	10

No statistical difference between executive and line workers responses.

In creating an individualized service plan (ISP), I specifically assess and incorporate **child** strengths.

	Exec	LW
<input type="checkbox"/> Never	3	2
<input type="checkbox"/> Rarely	0	2
<input type="checkbox"/> Sometimes	6	6
<input type="checkbox"/> Frequently	17	53

No statistical difference between executive and line workers responses.

In creating an individualized service plan (ISP), I specifically assess and incorporate **family** strengths.

	Exec	LW
<input type="checkbox"/> Never	3	1
<input type="checkbox"/> Rarely	3	1
<input type="checkbox"/> Sometimes	4	6
<input type="checkbox"/> Frequently	16	55

Line Workers are reporting incorporating family strength significantly more than Executives report they do.

Interagency Collaboration

An integrated management information system (MIS) is available to agency in this service community.

	Exec	LW
<input type="checkbox"/> Yes	11	18
<input type="checkbox"/> No	16	13
<input type="checkbox"/> Don't know	6	38

No statistical difference between executive and line workers responses.

The integrated management information system (MIS) helps staffs from multiple agencies serve their clients more effectively than if it did not exist.

	Exec	LW
<input type="checkbox"/> Disagree a lot	0	3
<input type="checkbox"/> Disagree a little	0	0
<input type="checkbox"/> Agree somewhat	5	8
<input type="checkbox"/> Agree a lot	3	9
<input type="checkbox"/> Don't know	5	47

No statistical difference between executive and line workers responses.

Agencies in this service community use unified case records so that client information is accessible to multiple agencies (e.g., a centralized case record for documenting and sharing information).

	Exec	LW
<input type="checkbox"/> Never	16	39
<input type="checkbox"/> Rarely	2	9
<input type="checkbox"/> Sometimes	5	15
<input type="checkbox"/> Frequently	1	3

No statistical difference between executive and line workers responses.

Accessibility of Services

I provide services in family homes or other locations that families choose.

	Exec	LW
<input type="checkbox"/> Never	4	10
<input type="checkbox"/> Rarely	2	8
<input type="checkbox"/> Sometimes	9	16
<input type="checkbox"/> Frequently	15	35

No statistical difference between executive and line workers responses.

Addendum Analyses: When you compare self-reported positions (i.e., Executives vs. Line Workers) Line Workers report doing this more often than Executives

My agency either provides or pays for transportation to children and families if needed.

	Exec	LW
<input type="checkbox"/> Never	3	11
<input type="checkbox"/> Rarely	3	5
<input type="checkbox"/> Sometimes	12	18
<input type="checkbox"/> Frequently	11	35

No statistical difference between executive and line workers responses.

Addendum Analyses: When you compare self-reported positions (i.e., Executives vs. Line Workers) Line Workers report doing this more often than Executives

My agency either provides or pays for child care services to families if needed.

	Exec	LW
<input type="checkbox"/> Never	9	26
<input type="checkbox"/> Rarely	3	4
<input type="checkbox"/> Sometimes	10	21
<input type="checkbox"/> Frequently	5	18

No statistical difference between executive and line workers responses.

Family Involvement

I tell family members that they have the opportunity to choose or reject agency service options.

	Exec	LW
<input type="checkbox"/> Never	2	2
<input type="checkbox"/> Rarely	2	7
<input type="checkbox"/> Sometimes	5	12
<input type="checkbox"/> Frequently	18	43

No statistical difference between executive and line workers responses.

In my agency, family member actively participate in identifying and prioritizing problems, concerns, or challenges, and develop service/treatment goals.

	Exec	LW
<input type="checkbox"/> Never	0	0
<input type="checkbox"/> Occasionally	2	5
<input type="checkbox"/> Sometimes	7	10
<input type="checkbox"/> Frequently	17	52

No statistical difference between executive and line workers responses.

In my agency, families have a voice in including or excluding the participation of specific individuals in the service planning process (e.g., friends, other family members, clergy, other service providers, etc.).

	Exec	LW
<input type="checkbox"/> Never	1	2
<input type="checkbox"/> Rarely	3	4
<input type="checkbox"/> Sometimes	6	23
<input type="checkbox"/> Frequently	15	37

No statistical difference between executive and line workers responses.

Addressing Clients' Cultural Needs

I have received training in cultural competency (i.e., coursework, agency trainings, community trainings).

	Exec	LW
<input type="checkbox"/> No	5	8
<input type="checkbox"/> Yes	24	57

No statistical difference between executive and line workers responses.

Addendum Analyses: When you compare self-reported positions (i.e., Executives vs. Line Workers) Line Workers report doing this more often than Executives

I have routinely involved cultural organizations and community groups in providing/supporting agency services for families for whom this is needed.

	Exec	LW
<input type="checkbox"/> Never	0	2
<input type="checkbox"/> Rarely	7	12
<input type="checkbox"/> Sometimes	13	31
<input type="checkbox"/> Frequently	8	15
<input type="checkbox"/> Not applicable	0	5

No statistical difference between executive and line workers responses.

When conducting service planning, I specifically assess and address child and family background (e.g., things that are important to them such as religion, race/ethnicity, family traditions, beliefs about health and illness).

	Exec	LW
<input type="checkbox"/> Never	2	0
<input type="checkbox"/> Rarely	2	1
<input type="checkbox"/> Sometimes	12	10
<input type="checkbox"/> Frequently	13	48
<input type="checkbox"/> Not applicable, I am not involved in service planning	0	7

No statistical difference between executive and line workers responses.

Addendum Analyses: When you compare self-reported positions (i.e., Executives vs. Line Workers) Line Workers report doing this more often than Executives

I conduct outreach to specific cultural groups or populations to inform them about the availability of services.

	Exec	LW
<input type="checkbox"/> Never	5	17
<input type="checkbox"/> Rarely	8	21
<input type="checkbox"/> Sometimes	8	18
<input type="checkbox"/> Frequently	8	9

No statistical difference between executive and line workers responses.

My agency employs staff members who reflect the cultural background of families we serve.

	Exec	LW
<input type="checkbox"/> No, none	2	1
<input type="checkbox"/> A few	9	21
<input type="checkbox"/> Some	14	32
<input type="checkbox"/> Many	4	12

No statistical difference between executive and line workers responses.

My agency has sufficient bilingual staff members to serve our client population.

	Exec	LW
<input type="checkbox"/> No	23	49
<input type="checkbox"/> Yes	49	14

*No statistical difference between executive and line workers responses.
Addendum Analyses: When you compare self-reported positions (i.e., Executives vs. Line Workers) Line Workers report more resources than Executives*

Service Availability

When service planning, I have found that local services are sufficient in both amount and type to ensure that I do not have to place children out of the local community in order to receive the services they need.

	Exec	LW
<input type="checkbox"/> Disagree a lot	7	25
<input type="checkbox"/> Disagree a little	4	12
<input type="checkbox"/> Agree somewhat	13	8
<input type="checkbox"/> Agree a lot	4	9
<input type="checkbox"/> Not applicable	0	11

No statistical difference between executive and line workers responses.

When service planning, I am able to find an appropriately restrictive placement for the children with whom I work (i.e., I do not have to place children in a more restrictive setting than they need).

	Exec	LW
<input type="checkbox"/> Disagree a lot	5	11
<input type="checkbox"/> Disagree a little	12	14
<input type="checkbox"/> Agree somewhat	10	15
<input type="checkbox"/> Agree a lot	0	9
<input type="checkbox"/> Not applicable	0	17

No statistical difference between executive and line workers responses.

Executives and Line Workers were asked to rank the most important priorities for improving the system of care/services in Charlottesville-Albemarle. The two lists were not the same, the Executives had many more items from which to choose (mostly adding specific system of care elements); however, there were still many similarities between their rankings. The percentage in parentheses refers to the percentage that item was ranked first out of all the times that item was ranked at all; the number of respondents refers to the number of individuals who ranked that item as that priority.

	EXECUTIVES	STAFF
1 ST PRIORITY	<p><i>Minimizing the need for children to leave the community for services (57%; 12 respondents)</i></p> <p><i>Ensuring that services in the service array have sufficient capacity to serve the local children who need them (22%; 5 respondents)</i></p>	<p><i>Minimizing the need for children to leave the community for services (74%; 29 respondents)</i></p> <p><i>Ensuring that services in the service array have sufficient capacity to serve the local children who need them (39%; 18 respondents)</i></p> <p>Supporting and maintaining family involvement in their families' service plans (32%; 10 respondents)</p>
2 ND PRIORITY	<p><i>Minimizing the need for children to leave the community for services (33%; 7 respondents)</i></p> <p>Reducing the number of children who are served in settings more restrictive than necessary (29%; 5 respondents)</p> <p><i>Ensuring that services in the service array have sufficient capacity to serve the local children who need them (30%; 7 respondents)</i></p>	<p><i>More interagency collaboration in planning services (50%; 15 respondents)</i></p> <p>More interagency information sharing (46%; 12 respondents)</p> <p>Supporting and maintaining family involvement in their families' service plans (32%; 10 respondents)</p>
3 RD PRIORITY	<p><i>Ensuring that services in the service array have sufficient capacity to serve the local children who need them (35%; 8 respondents)</i></p> <p>Reducing the number of children who are served in settings more restrictive than necessary (29%; 5 respondents)</p> <p>Supporting and maintaining family involvement in their families' service plans (33%; 4 respondents)</p>	<p><i>Ensuring that services in the service array have sufficient capacity to serve the local children who need them (43%; 20 respondents)</i></p> <p>Supporting and maintaining family involvement in their families' service plans (35%; 11 respondents)</p> <p><i>More interagency collaboration in planning services (33%; 10 respondents)</i></p>