

# **Marin County Community Mental Health Services**

## **Response to DMH Post Review Letter**

### **Part I - Community Program Planning**

**Section I - Planning Process - Criteria met.**

**Section II - Plan Review - Criteria met.**

### **Part II- Program & Expenditure Plan Requirements**

**Section I - Identifying Community Issues Related to Mental Illness Resulting from Lack of Community Services and Supports - Criteria met.**

**Section II - Analyzing Mental Health Needs in the Community - Criteria met.**

**Section III - Identifying Initial Populations for Full Service Partnerships - Criteria Met.**

**Section IV - Identifying Strategies - Criteria met.**

**Section V - Assessing Capacity - Criteria met.**

**Section VI - Developing Workplans and Budgets with Timelines - Additional Information requested.**

### **I – Summary Information on Programs to be Developed or Expanded**

The CSS Three-Year Program and Expenditure Plan Requirements, on page 40, contain the following requirement. "For children, youth and families, the MHSA requires all counties to implement Wraparound services, pursuant to W&I Code Section 18250, or provide substantial evidence that it is not feasible in the county in which case counties should explore collaborative projects with other counties and/or appropriate alternative strategies. Wraparound programs must be consistent with program requirements found in W&I Code Sections 18250-18252. If Wraparound services already exist in a county, it is not necessary to expand these services. If Wraparound services are under development, the

county must complete the implementation within the three-year plan period". During the DMH review team meeting on April 4, 2006, county representatives explained that Marin County implemented AB 1741 wraparound services prior to SB 163. The review team recommended the county collaborate with the county social services agency and request they work with the State Department of Social Services to determine how best to convert your current program to a SB 163 wraparound program. In responding to the CSS requirement cited above, please describe Wraparound services that are currently provided in Marin County, and explain how Wraparound services consistent with Welfare and Institutions Code Sections 18250-18252 will be implemented within the next three years.

Marin CMHS Response:

Marin County currently provides wraparound through the Youth Pilot Program (YPP). The Marin County YPP, or AB 1741, serves the families of children who are currently in placement or at risk of out-of-home placement in the Community Mental Health system (CMHS), Juvenile Probation and the Social Services Child Family Services (CFS) system. Through facilitated family-decision-making processes, intensive services are provided to these families in order to safely maintain the children in the least restrictive, most viable level of care. The YPP operates on the principles of collaboration, problem-solving, listening and is a family focused and family driven process. The family is the first to speak and must give final OK on group decisions. The program is also viewed as a vehicle for developing local processes and for assessing the overall well-being of the child and family participants.

For eligibility in YPP a family must have a child in placement or in immediate need of placement and the parent or another appropriate caregiver must be available and want the child in the home. Additionally, it must be determined that the child could be safe at home or in an alternative placement if intensive services were available. Immediate risk of placement is determined by the referring agency.

During the six- month period ending December 31, 2005, 46 families were served with a total of 93 children. Of those 46 families served, 13 were referred by CMHS, 20 by Social Services CFS and 13 by Juvenile Probation. Seven of the families, or 15% were involved with two or more of these County agencies at the time of referral. All families served by the YPP participated in the Coordinated Youth Services Council "Family Network" collaborative, facilitated process. Each Family Network team met in order to determine goals and action steps and to monitor progress. Through this process, a wide variety of services were identified and provided through the YPP. Respite care, tutoring, parent training, anger management, extraordinary basic needs expenses such as car repair, substance abuse treatment, psychotherapy, extra-curricular activities, and mentoring are examples of services provided. More restrictive placements were avoided for 85% of children served.

The ethnic distribution of youth and children served by the YPP were as follows:

African-American	20%
Hispanic	30%
White	43%
Bi-ethnic	7%

The Children's System of Care (CSOC) currently serves 40 seriously emotionally disturbed youth, up to age 18 (median age is 15), who are involved with Probation and/or attend County Community School, a continuation high school. In both cases youth of color are over-represented. The largest ethnic group is Hispanic (22%), African-American (17%), followed by Latin American and Mexican American (13%), and Asian (4%). Another 9% represent Korean, Vietnamese, Filipino, Native American, and other Spanish, non-white and 'unknown.' The remaining 35% are white. These are youth who do not meet the criteria for special education. The target youth are those with impairment in self-care, family and school functioning, or at risk of removal from home and community. The model is 'whatever it takes.' The CSOC staff meets the youth and family where they are, in their home and in the community. The CSOC team provides "wraparound services," meaning community based services that emphasize the strengths of the child and family and are individualized to address their unique needs and achieve positive outcomes.

There is built-in parent support through our Family Partnership Program that consists of the Director of the Family Partnership Program and four Family Partners. Two of the Family Partners are African-American. The three clinical staff, two of which are bilingual Spanish speaking work alongside the Family Partners. CSOC will be expanding to 24 hour, seven day a week response for the youth and their families in this program.

On May 5, 2006 Marin County CMHS, DSS, and Probation held their initial meeting to discuss implementing SB 163 in the county in addition to the Youth Pilot Program (AB 1741). Also present at the meeting was staff from the California Department of Social Services: Cheryl Treadwell, Program Manager, and Connie Hamilton, analyst. They were instrumental in guiding the discussion about the feasibility of doing SB 163 in Marin County and recommended exploration of how best to integrate or add on a SB 163 wraparound program given the current CSOC and YPP programs. At our second meeting on May 10<sup>th</sup>, training was identified as an early strategy and subsequently it was decided several of the managers from CMHS, DSS, Public Health and Probation will be attending the California Wraparound Institute Training in June 2006, in Los Angeles, along with the CSOC staff and the Family Partners. This will facilitate all of us speaking the same language in applying wraparound principles and process. On-going training in wraparound was identified as a priority to ensure fidelity to the process.

This initial cross division workgroup has identified other participants to be included in implementing SB 163, such as the Marin County SELPA and the Marin County of Education. Currently the workgroup is exploring inviting other counties with

successfully running SB 163 programs to come to Marin County and share their experiences, as well as visiting other counties with SB 163 programs. Within the next month timelines for strategies encompassing clinical, administrative and fiscal will be mapped out. By June of 2008 Marin County plans to be in full compliance with the wraparound requirements of SB163.

## **II - Programs to be Developed or Expanded.**

### **1. Issues Applicable to Multiple Work Plans**

The timelines provided in each of the work plans include general goals to be completed in the first year, but do not specify target dates. Please provide revised timelines that include major milestones through June 2008. DMH is aware that some of these dates may need to be modified as implementation of the work plans begins, but specific dates are part of the CSS requirements.

#### Marin CMHS Response:

Please see attachments for revised timelines for each work plan.

### **2. Work Plan - FSP - 01 Children's System of Care**

The average cost per Full Service Partnership (FSP) client provided on page 54 of the Marin CSS Plan appears low at \$6,800 per client. The DMH review team also noted that the budget for this work plan does not appear to include any flexible funding to provide "whatever it takes" to meet the needs of FSP clients. This is usually shown in the budget worksheet 5a under "Client, Family Member and Caregiver Support Expenditures." Please provide additional information to clarify whether flexible funds will be provided to this FSP population. Also, please clarify if other costs, such as in-kind contributions from other agencies, not included in the CSS budget, will be provided.

Budget worksheets 5a and staffing detail worksheets 5b include expenditures for current, existing personnel. Please clarify whether these expenditures are to pay for existing services, or new services provided by existing staff who will be re-directed to new duties.

### **3. Work Plan - FSP - 03 Support and Treatment After Release Program (STAR)**

Pages 22-23 of the Marin County CSS Plan provides a detailed list of 50 community issues that were identified during Marin County's priority planning process for adults through the focus group and survey process. The issues identified by stakeholders comprise a comprehensive list that includes supportive housing, dual diagnosis services and supports, cultural competence and crisis services. Please provide additional information to clarify what stakeholder participation was utilized to identify the STAR program as the single FSP for Adults.

Marin CMHS Response:

The decision to fund the STAR Program as a Full Service Partnership did indeed emerge out of Marin's extensive planning process. The need to sustain and expand the STAR Program was identified early in the planning process in 3 of the focus groups (January 2005 Focus Group Summary). The Adult Workgroup, convened by Marin's MHSA Steering Committee, identified the STAR Program as one of its top 4 priorities for MHSA funding (May 2005 final session). Separate straw votes were held in September 2005 at a Steering Committee Meeting and a MHSA Town Hall Meeting; the STAR Program was ranked as one of the top 5 programs to be funded by both groups. During the final planning meeting of the Steering Committee (November, 2005), committee members had consensus on approving Marin's draft CSS proposal, which included the STAR Program as the single FSP for adults. There is a commitment from the community not to let the positive gains made through the Mentally Ill Offender Crime Reduction grant to be undone. An opportunity to expand this service was a community consensus.

4. Work Plan - SDOE - 03 Supportive Housing

This work plan proposes to add three beds to the current capacity of supportive housing options, using System Development funding. Although the DMH review team is generally supportive of developing additional housing options, Title 9, Section 3200.100 provides that the System Development funding category "allows the County to provide mental health services and supports to individuals with mental illness and their families," but does not include funding for housing, which is more appropriately funded under FSP or Outreach and Engagement. Please provide additional information and a revised Exhibit 2 and budget pages to reflect the correct use of the respective funding categories.

Marin CMHS Response:

Marin has eliminated this work plan and moved the supportive housing expansion to its Work Plan FSP-03, Support and Treatment After Release (STAR) Program. The STAR Program Work Plan is amended as follows:

- **2. Description of strategies to be used** – Add “Supportive Housing”.
- **3. Description of housing or employment services** – Change the first paragraph to read:  
“The STAR Program will secure 3 dedicated supportive housing slots for program participants through an expansion of the Marin Adult System of Care’s (ASOC) highly successful supportive housing program, operated by Buckelew Programs, a local community-based organization. Additionally, the STAR program will continue to utilize housing and employment resources that currently exist in Marin’s ASOC on a case by case basis. As needed, the flexible fund discussed above will be used for move-in costs and short-term rental assistance.”
- **6. Description of changes if expanding existing program** – Add sentence to the end of the paragraph:  
“Finally, 3 supportive housing slots for STAR participants will be added to the program through a contract with Buckelew Programs.”

5. Work Plan - SDOE - 05 Program Evaluation

This work plan proposes to expand an existing contract to include tracking and reporting data and outcomes for the MHSA, using System Development funding. This request cannot be approved as System Development because no services are provided through this work plan. At the April 4, 2006 face-to-face meeting with the DMH review team, Marin County representatives indicated that this request includes development of information technology, as well as research evaluation contract staff. Since the work plan includes information technology related to performance measures, this request should be submitted with the MHSA CSS Other One-Time Funding Request For A Mental Health Information Technology Project form included as an attachment to DMH Letter No. 06-03. The appropriate staff at DMH will review the proposal to ensure compatibility with the concurrent development of MHSA performance measures.

Marin CMHS Response:

Based on the above feedback, Marin has eliminated this work plan and reallocated the funds to the Full Service Partnership work plans as administrative costs.

6. DMH Fiscal Review - Budget Issues

The DMH fiscal review revealed that overall there are insufficient details and explanations to determine how budget amounts were developed (based on history, cost per FTE, cost per client, etc.). Page 48 of the CSS Three-Year Program and Expenditure Plan Requirements requires counties to prepare a budget narrative that describes line items in the budget, the approach used by the county to estimate budget amounts, source documents for the budget, and the specific other one-time CSS funding costs identified on line C. For the majority of programs, the budget narratives list the line items but do not describe the approach used to develop the budgets or the source documents. Please provide clarifying information on development of costs, and additional budget narrative detail for operating expenditures in the budgets for work plans FSP-01 and FSP-03, and estimated expenditures when service provider is not known in the budgets for work plans FSP-02, FSP-04, SDOE-01, and SDOE-04. Marin County should also provide the estimated number of FTEs for the contracted programs when the provider is not known (line A.5) per the instructions on page 48.

The County did not prorate the amounts in fiscal year 2005-06 to reflect the estimated implementation dates shown in their CSS Plan. Thus, using the amounts listed in Exhibit 2 results in the County significantly exceeding their CSS planning estimate. Please revise all 2005-06 budgets to reflect the estimated implementation dates.

Exhibit 2 does not match the amounts shown in the detailed budgets (Exhibit 5a) for fiscal year 2007-08. Please revise the appropriate Exhibits as necessary.