I. Lucas County Statement of Need:

Ohio and national research studies support that many youth involved in the juvenile justice system have co-occurring behavioral health needs, serious emotional disturbances, and/or substance use disorders. Statistics from Lucas County are consistent with state and national data for this population, as found in the Target Population Description. The current Lucas County Behavioral Health and Juvenile Justice (LCBHJJ) Initiative has transformed the child-serving systems' ability to identify, assess, and treat multi-need, multi-system youth. Through this initiative, Lucas County continues to involve parents and families in the decision making process and ensures that the initiative is culturally competent, age appropriate, and includes gender-specific approaches. To date, this initiative has allowed Lucas County to implement both high fidelity Wraparound and Multisystemic Therapy (MST), both of which are evidence-based practices and to establish multiple pathways to divert serious juvenile offenders who have serious behavioral health needs from commitment to ODYS. Through the work of the LCBHJJ Initiative the need has been identified to capture youth earlier in their stages of juvenile justice involvement. A key strategy for accomplishing this is through the Juvenile Court's Assessment Center. The guiding values of the initiative are identified in bold in the appropriate sections of the proposal.

II. Cultural Competency:

One of the most important guiding values within the LCBHJJ initiative is to be **culturally responsive** (Guiding Value) which has been successfully assimilated into the Lucas County hiring, planning, and data collection process. As a result, the project has become more aware and responsive to the unique requisites of the target population. This was accomplished in the following five ways: 1) ensured that participants received effective, understandable, and respectful care compatible with their cultural beliefs and practices; 2) certified that staff at all levels and across all disciplines received cultural competency training; 3) included the ethnic/racial population representative(s) of the youth committed to ODYS from Lucas County; 4) Lucas County became cognizant of the literacy skills of the target population and provided assistance to ensure a clear understanding of treatment options and program requirements; 5) secured the commitment of partner agencies to be culturally responsive to the target population and attend diversity training.

The Lucas County Juvenile Court, along with the Ohio Department of Youth Services (ODYS) and the University of Cincinnati is studying **Disproportionate Minority Contact (DMC)** of youthful offenders. Court Administration co-facilitates the local DMC committee of which a Mental Health and Recovery Services Board (MHRSB) staff is a member. The Court's goal is to restore families to healthy living environments while minimizing institutionalization of minorities.

In addition, in 2009, the Lucas County Juvenile Court was selected by the Annie E. Casey Foundation as a Juvenile Detention Alternatives Initiative (JDAI) site. As part of this work, a Juvenile Justice Strategies work group was developed to conduct ongoing analysis of racial and ethnic inequities in the system. The court underwent an in-depth analysis and encompassed recommendations based on both qualitative and quantitative analysis. In addition, a group of staff were trained by the foundation on racial and ethnic disparities. Cultural competency training has been identified as a priority and is required training for staff annually.

III. Proposed Project:

The LCBHJJ Initiative has provided the opportunity to develop, sustain and enhance two **evidence-based approaches** (Guiding Value) designed to serve serious juvenile offenders who have critical behavior health care needs. The initiative's goals are to treat youth within their own community, with the **least restrictive care that ensures safety for the youth and community** (Guiding Value), and divert them from commitment to ODYS, through **system reformation** and **enhanced service development** (Guiding Value). The evidence-based approaches are 1) High Fidelity Wraparound designed to provide a creative process for organizing and coordinating care for targeted youth and their families, and 2) MST, an intensive therapeutic process, which includes supportive services, such as mentoring, pro-social activities and an individualized service plan.

Both Wraparound and MST are committed to the primary role of the parent(s)/caregiver and working to enhance and strengthen their efficacy, skills, and **parental decision-making** (Guiding Value). In our commitment to supporting parents in their primary role, both Wraparound and MST will work to incorporate and integrate the Strengthening Families Framework, which promotes building and enhancing Protective Factors for parents/caregivers within the context of a each given programs conceptual framework and implementation fidelity. These Protective Factors include the following:

1. **Concrete Support in Times of Need**: Identifying, seeking, accessing, advocating for, and receiving needed adult, child, and family services; receiving a quality of service designed to preserve parents' dignity and promote healthy development
2. **Knowledge of Parenting and Child Development**: Understanding the unique aspects of child development; implementing developmentally and contextually appropriate best parenting practices
3. **Parental Resilience**: Managing both general life and parenting stress and functioning well when faced with stressors, challenges, or adversity; the outcome is positive change and growth
4. **Social and Emotional Competence of Children**: Providing an environment and experiences that enable the child to form close and secure adult and peer relationships, and to experience, regulate, and express emotions
5. **Social Connections**: Having healthy, sustained relationships with people, institutions, the community

Parents/Caregivers will be offered opportunities as available to participate in the Lucas County Family and Children First Council's Strengthening Families activities, e.g., Parent Café's, ACT Training, and Parent Advocacy and Leadership Training which are all designed to promote the Protective Factors.

Finally, both MST and Wraparound will work together over the program period to learn more effective strategies for building and strengthening informal and non-professional supports in the lives of parents and their families.

A. Intersystem Coordination Development – High Fidelity Wraparound

Through the LCBHJJ initiative, we have been able to develop and implement Wraparound as the process for the coordination of care in our countywide Intersystem Care Coordination Mechanism (Service Coordination). "Wraparound is a team-based planning process intended to provide individualized, coordinated, family-driven care to meet the complex needs of children who are involved with multiple child- and family-serving systems, at risk of placement in institutional settings, and who experience emotional, behavioral, or mental difficulties (Walker and Bruns, 2007)."

By developing a High Fidelity Wraparound model, Lucas County achieved and will continue to enhance the following:

1. An evidence-based process to coordinate care and ensure family voice and choice;
2. A care coordination model that puts primary emphasis on building parent/caregiver efficacy;
3. Ensure clarity of purpose, structure, process and outcomes;
4. An organizing process that ensures **family-centered** and **individualized care to connect** (Guiding Value) families with children exhibiting behavioral health needs to appropriate services and supports, including augmenting natural supports;
5. **Continue to improve interagency planning and service coordination** (Guiding Value);
6. Well-defined data collection and data management strategies to track and measure fidelity, quality, costs, and effectiveness (outcomes).

Lucas County has implemented a Wraparound Operational Model that strives for fidelity to the principles of Wraparound, fits within local intersystem culture, and works toward integration with other initiatives within our county. The initial deliverable was, and continues to be, a fully implemented and functional Wraparound model that demonstrates fidelity to the Wraparound Principles. This project will continue to be led by the Lucas County Family Council with involvement from the other participating systems. In SFY 2013 direct administration and operations of Wraparound were brought directly under the Lucas County Family Council beginning on July 1, 2012. This was done to accomplish the following: 1) Effective integration of Wraparound as a core function of the overall Countywide Care Coordination Mechanism by directly controlling the ongoing development, management and oversight of the program; 2) Reduce vulnerability and potential lack of consistency that would result from having to bid the administration of wraparound out every couple years; 3) Improved integration as part of a larger publicly provided continuum of care for children, youth, and families with very complex problems and needs.

For FY 2014, Lucas County had decided to significantly reduce BHJJ funding for Wraparound. While Wraparound referrals and caseloads have been close to maximum capacity; BHJJ cases have accounted for approximately 25% of the Wraparound caseload at any given point in time. For various reasons (youth's length of stay on probation, lack of understanding of what Wraparound is, lack of confidence in the Wraparound process due to multiple transitions throughout the past three years, decreased census) the Court has decreased its referrals to Wraparound. Consequently, referrals to Wraparound have steadily decreased since FY 2011. Lucas County projected to serve four BHJJ eligible youth in FY 2014. However, through the

county's service coordination mechanism, any child/youth and their family in which Wraparound could provide an alternative organizing and coordination process will be able to be referred to Wraparound. The reduction in funding is also in alignment with our originally stated intent to utilize BHJJ funding to help launch the development and implementation of Wraparound and **shift toward local funding for sustainability** (Guiding Value). In SFY 2015, Wraparound is projected to serve 15 unduplicated children/youth and their families.

In the coming year, the Wraparound Supervisor and staff will work more closely with the Multi-systemic Therapy Supervisor and Staff to ensure transition from MST to Wraparound, when appropriate. This will include the following:

1. Identifying criteria used to determine when a referral from MST to Wraparound would be appropriate
2. Working out how transitions can occur that facilitate improved continuity of care from MST to Wraparound, while maintaining the fidelity of MST
3. How soon transition work would begin with a family prior to exiting MST
4. Identify an effective referral process, for BHJJ eligible youth and their families in Wraparound, in which it would be appropriate to refer into MST

While Wraparound has been implemented as a specific care coordination process the underlying values that form the philosophical framework of Wraparound will continue to be promoted to inform practice and policies at all levels of work with children/youth and families within the public continuum of care in Lucas County.

B. Service Development – MST and Support Services

At the onset of Lucas County's involvement with the BHJJ initiative, there was a great need for an evidence-based practice for youth, particularly those who are at risk of commitment to ODYS. At that time the MHRSB in collaboration with the Lucas County Juvenile Court sought funding to implement MST for the target population. Through a **strength-based, comprehensive assessment** (Guiding Value), targeted youth will be diverted to the MST program. As described in SAMHSA's National Registry of Evidence-based Programs and Practices (NREPP), MST, an evidence-based practice, for juvenile offenders addresses the multidimensional nature of behavior problems in troubled youth. Treatment focuses on those factors in each youth's social network that are contributing to his or her antisocial behavior. The primary goals of MST programs are to decrease rates of antisocial behavior and other clinical problems, improve functioning (e.g., family relations, school performance), and achieve these outcomes at a cost savings by **reducing the use of out-of-home placements** (Guiding Value) such as incarceration, residential treatment, and hospitalization. The ultimate goal of MST is to empower families to build a healthier environment through the mobilization of existing child, family, and community resources, which leverages and **reinvests local funds** (Guiding Value). MST is delivered in the natural environment (in the home, school, and/or community). The typical duration of home-based MST services is approximately five months, with multiple therapist-family contacts occurring weekly. MST addresses risk factors in an individualized, comprehensive, and integrated fashion, allowing families to enhance protective factors. Specific

treatment techniques used to facilitate these gains are based on empirically supported therapies, including behavioral, cognitive behavioral, and pragmatic family therapies.

MST has proven effective in reducing antisocial behavior among diverse populations of serious and chronic juvenile offenders. Research has shown that this approach is effective with youth (and their families) of different ages, socioeconomic status, and cultural backgrounds (i.e., African American and Caucasian) (Henggeler, S.). MST is a **flexible** treatment modality that focuses on individualized care for the youth and families, which include **child and family-centered care and involvement** (Guiding Value).

The effectiveness of MST has been supported by several controlled evaluations (Henggeler, S.). According to the MST: An Overview Fact Sheet, following treatment, youth who received MST reported significantly less aggression with peers and less involvement in criminal activity than youths receiving usual services. Moreover, families receiving MST reported significantly more cohesion than non-MST families. Importantly, MST was equally effective with youth and families with different strengths and weaknesses and with families of divergent socioeconomic and racial backgrounds. Follow-up studies with children and families two years after referral and four years after referral supported the long-term effectiveness of MST. In addition, despite its intensity, MST is a relatively inexpensive intervention. With a small client to therapist ratio (average 4:1) and a course or treatment lasting five months, the cost per client for treatment in the MST group was approximately one-fifth the average cost of an institutional placement.

In addition, the most recent Lucas County MST program implementation review (July 1, 2014 through May 26, 2015), reported the following important statistics at the time of discharge from MST:

- Youth in school or working – from 76% to 89% (goal 75%)
- Percent of cases where changes have been sustained for 3-4 weeks – 81% (goal 75%)
- Percent of youth who successfully completed treatment – 70% (goal 75%)
- Youth are living at home – from 90% to 85% (goal 75%)
- Youth do not have a new arrest – from 55% to 70% (goal 75%)
- Youth reported improved family relations - 85% <u>(goal 75%)</u>
- Youth reported improved network of supports – 93% <u>(goal 75%)</u>

NOTE: Those indicators underlined above are considered most critical MST indicators.

One of the most critical MST indicators includes "*Youth do not have a new arrest.*" In the coming year MST staff will work with MST Program Consultant from Case Western Reserve to change the way that this indicator is tracked to move from a strictly dichotomous indicator to a more qualitative indicator that measures "progress" including looking at how patterns of arrest change (while there may still be incidents of re-arrest are these incidents becoming farther and fewer between) and are the re-arrest qualitatively less severe, e.g., are they technical violations as opposed to new offenses or are the offenses much less severe in nature.

An additional goal for the next fiscal year is for the Multisystemic Therapy team to work more closely with the Wraparound Team and other services provided by Lucas County Family and Children First Council. One of the nine principles of Multisystemic Therapy is sustainability through generalization. The goal is to equip the caregiver for long-term success and the team feels that partnering with Wraparound before the discharge of cases will allow for positive

changes to be sustained. This integration of care will allow for a seamless transition out of intensive therapeutic services in the home. Ideally, the Wraparound team would be introduced to the family three to four weeks before discharge.

The Zepf Center will continue to provide the MST services for Lucas County. This agency is certified by the Ohio Department of Mental Health and Addiction Services (OMHAS) to provide both mental health and substance use disorder treatment. The Zepf Center is JCAHO and CARF accredited, and is trained and experienced in providing the MST model. MST therapists are available to the youth and families twenty-four hours a day, seven days a week. For Fiscal Years 2016 and 2017, 48-56 BHJJ eligible youth will be served in MST each year.

During FY 2013 an enhancement made to the LCBHJJ initiative incorporated an additional portal into the BHJJ initiative by way of the Juvenile Detention Center through the Rescue program (housed in the detention center) which was integrated into the BHJJ continuum. Rescue Inc. has been providing crisis services within the detention center for over 15 years. Rescue identifies potential candidates for both MST and Wraparound through screening and assessment. Additionally, the LCBHJJ initiative collaborates with community and regional partners to provide training to improve/educate the behavioral health and juvenile justice workforce as well as interested stakeholders including Children Services to better serve youth in the juvenile justice system with mental health disorders.

In an effort to prevent youth from progressing deeper into the juvenile justice system the Juvenile Court in collaboration with their community partners, which includes MHRSB, has developed an Assessment Center located within the Juvenile Justice Center. The Assessment Center screens low level offenders, minor misdemeanants, and status offenders at the time of arrest, as an alternative to detention for those youth that do not meet criteria to be detained. At that time, each youth is screened utilizing the OYAS instrument to determine the risk and needs of the youth. Additionally, the Assessment Center screens youth for behavioral health needs using the Global Appraisal of Individual Needs-Short Screener (GAIN-SS). The GAIN-SS serves as a short screening tool for general populations to quickly and accurately identify individuals who have one or more behavioral health disorders (e.g., internalizing or externalizing psychiatric disorders, substance use disorders, and/or crime/violence problems), and would benefit from a brief intervention (prevention education or motivation to reduce risky behavior) and/or further assessment for the identified issues. The tool also rules out those who would not be identified as having behavioral health disorders. After the screening process youth are linked to the appropriate diversionary or community based program such as MST or Wraparound. The premise of the screening is **early identification** of youth with behavioral health needs.

At the time that Lucas County Juvenile Court Assessment Center was implemented, the opportunity to utilize the Center as another entry point into the LCBHJJ initiative was realized. With that, the conceptual framework of Screening, Brief Intervention and Referral to Treatment (SBIRT) was implemented as a process to move youth into treatment, however the model was not formalized.

SBIRT is a comprehensive integrated public health model designed to provide universal screening, secondary prevention, early intervention, and timely referral in to treatment for

individuals with substance use disorders (Substance Abuse and Mental Health Services Administration (SAMHSA) Technical Assistance Publication Series (TAP 33). A strength of the model is to screen individuals regardless of an identified disorder. While the SBIRT model's primary use has been to screen individuals for substance use disorders, the model can be adapted and utilized for identifying other behavioral health needs. The goal is to identify issues that may require further intervention and referral into treatment by utilizing the GAIN-SS as the screening tool.

In order to formalize the SBIRT process, the BHJJ collaborative partners have engaged the Ohio Department of Mental Health and Addiction Services (OMHAS) to train the appropriate staff in the utilization of the SBIRT model. Through SAMHSA, OMHAS was awarded a five year cooperative agreement to implement SBIRT in Ohio,therefore training is available to the local community at no cost. Lucas County has targeted year one of the grant for the training. Utilization of the SBIRT model aligns with one of the MHRSB's primary system-wide goals which is to respond to or prevent crises that may endanger consumers and the community. One of the objectives of this goal is to reduce the penetration of the MHRSB-priority populations into the justice systems. The SBIRT training is an additional **enhancement** of the LCBHJJ initiative.

In addition to the SBIRT training, the LCBHJJ collaborative partners propose to work through the Ohio Criminal Justice/Coordinating Center of Excellence (CJ/CCOE) to undergo the SIM mapping exercise. Working with the National GAINS Center, CJ/CCOE has been expanding and contextualizing, to the specific needs of a given community, a model to encourage communities to approach jail diversion systematically, at multiple levels. The Sequential Intercept Model identifies a number of "points of interceptions" or opportunities where an intervention can be made with a person with mental illness that will keep that individual from entering or going "deeper" into the justice system.

Essentially there are five intercept points that closely reflect the flow of individuals through the justice system and the interactive nature of mental health and justice systems. The intercept points include: law enforcement; initial detention and initial hearings; jail/courts; reentry; and community corrections/community support services. While this process has primarily been used within the adult behavioral health/criminal justice systems, there is a precedent of the Sequential Intercept Mapping (SIM) process being utilized for the youth systems in Ohio (Wood County) to identify resources, gaps and barriers within the BHJJ system of care. This will allow us to further develop our local response for youth experiencing a mental illness involved in the juvenile justice system.

Additionally since the onset of the LCBHJJ initiative in January 2010, the Youth Advocate Program (YAP) has been utilized for youth as an additional support. Trained adult advocates work with youth to motivate, and assist them in turning their lives around through exposure to pro-social activities as well as skill streaming activities (anger control, thinking errors, etc.). The criteria used to determine whether youth involved in the LCBHJJ initiative are appropriate for YAP services is based on the risk level identified through the Ohio Youth Assessment System (OYAS). The criteria for making a YAP referral include the need for an appropriate adult role model in their lives; the youth and family's willingness to engage with the

mentoring experience; a good fit with the family's system support network; and the youth's involvement in high risk delinquent behaviors.

IV. Target Population:

The target population for the Lucas County proposal will be any youth that is at risk of being committed to ODYS that falls within the following criteria. An emphasis will be placed on serving the ethnic/racial population representative of the youth committed to ODYS from Lucas County. This grant will focus on youth between the ages of 10 to 18. Many of the participants in this project will have a DSM-5 diagnosis and have contact with the juvenile justice system and may have a pattern of violent and/or criminal behavior. Particular attention will be given to those individuals **transitioning from the youth to the adult system of care** (Guiding Value). A youth will not be considered enrolled and eligible for service in the program until completion of the OYAS. The OYAS was created by the University of Cincinnati and is used as an assessment tool to determine a youth's risk level to reoffend. This significantly impaired population will have histories of multi-system involvement; have been adjudicated delinquent; are acknowledged by the Lucas County Juvenile Court as a threat to public safety, community, self or others; exhibit a pattern of criminal behavior; and have been exposed to or survived trauma and/or domestic abuse.

V. Commitment History and Projected Maintenance of the Current Level of Commitments to ODYS:

The Lucas County Juvenile Court historically has remained **committed to reducing commitments** (Guiding Value) to the ODYS over the past 20 years. This LCBHJJ initiative supports the courts philosophies of keeping youth in their homes and the community where their needs are better met and they have a better chance at successful outcomes. In an effort to decrease commitments over the years, the court instituted the Resource Staffing process, which requires probation officers to consult with a multi-disciplinary team regarding any youth being considered for commitment to ODYS. Through the BHJJ grant, the court projects to commit 15 youth during FY 2016 and FY 2017. From FY 2010 through FY 2013, Lucas County hovered between 31 and 33 commitments. Recently, commitments have dropped to 17 in FY 2014 and are projected to be between 10-13 in FY 2015.

Of the 10 youth committed to DYS so far in FY 2015, all were male, 20% were Caucasian and 80% were minority demonstrating a 15% reduction in minority commitments. The court estimates that through this initiative, the court will maintain 15 commitments per year. Without the evidence-based MST or Wraparound programs, the juvenile court would not be able to maintain these commitment levels. These two programs target the serious felony offenders and those youth who have demonstrated a habitual pattern in participating in criminal behavior which cause them to be serious offenders within our community. MST and Wraparound has demonstrated that by working with these youth, the youth have been able to remain within our community.

VI. Local Readiness/ Continuation or Expansion Readiness:

Lucas County has a strong history of intersystem collaboration. In the mid-nineties, the major public child serving systems established Pooled Funds which was integrated into the service

coordination mechanism. The pooled funds have been utilized to support community-based services and supports for youth involved in multiple systems through the established **service coordination mechanism** (Guiding Value) Wraparound, out-of-home placements when needed and other support services for multi-system youth when no other funding source has been available.

In addition, the MHRSB has a history of successful intersystem collaborations. Since 1999 the MHRSB has taken a leadership role to bring together child serving key stakeholders from across the county to share current information related to LCBHJJ and other community initiatives. This **enhances the local capacity to serve youth with behavioral health needs** (Guiding Value). These collaborations have included working with the Lucas County Juvenile Court in the creation of specialty dockets. Multi-system collaborative projects are common to all Juvenile Court specialty dockets, which include Sex Offender Treatment Court, Family Dependency Treatment Court, Juvenile Treatment Court, and the Domestic Violence Court. Additionally, the Lucas County Crossover Youth initiative in collaboration with Lucas County Children Services, also demonstrates a strong **collaboration amongst the county agencies** (Guiding Value).

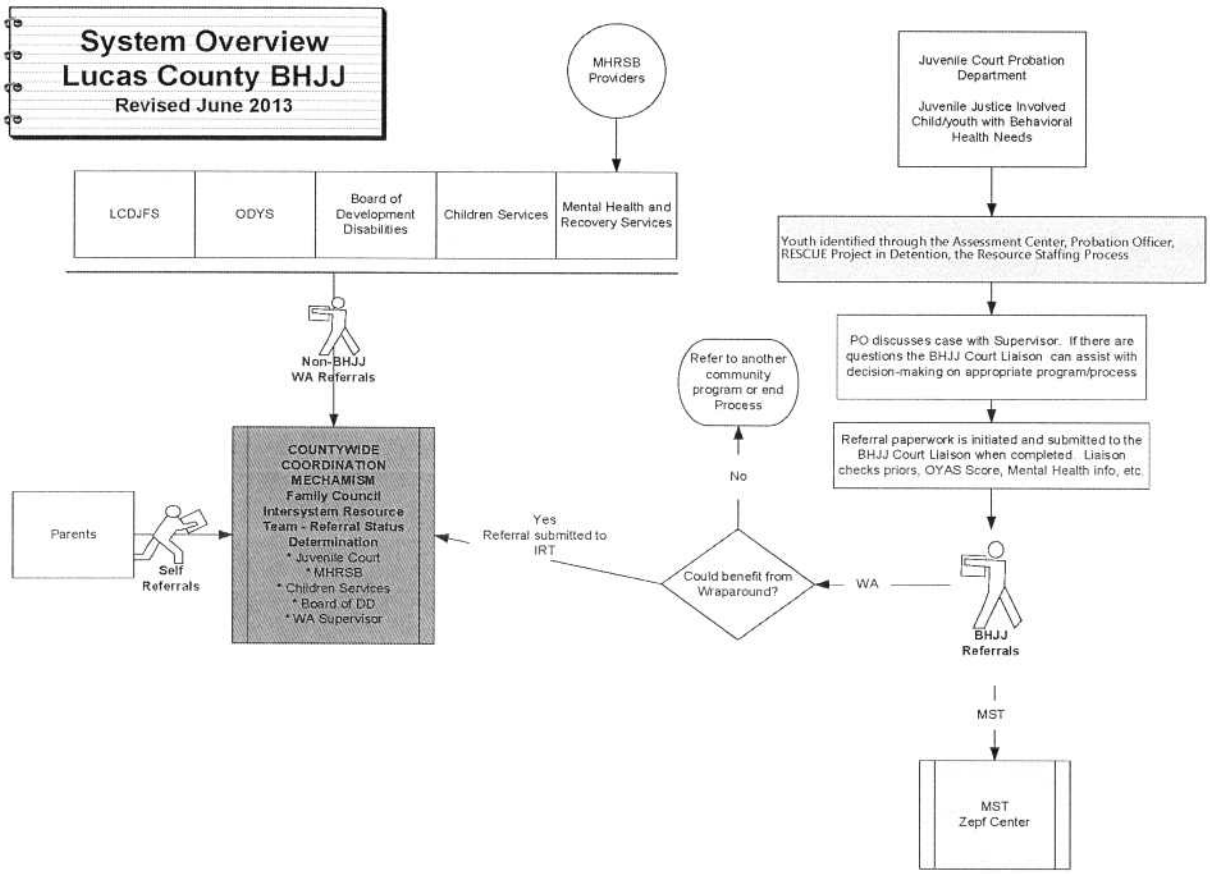
Since FY 2010, the MHRSB and the Juvenile Court continue to collaborate with the Lucas County Family Council, the Regional DYS office, the Zepf Center, and other community stakeholders for the Lucas County Behavioral Health Juvenile Justice initiative. This ongoing collaboration has included full implementation of both the Wraparound Process and MST. Over time the team has continued to work toward quality improvement efforts in refining both projects.

At this time, both Wraparound and the MST program have been integrated within the Lucas County system of care and more specifically into the continuum of care designed for youth with behavioral health needs and involved with the juvenile justice system. BHJJ funding allowed Lucas County to revamp the local county service coordination mechanism through the implementation of Wraparound and has made many strides toward the establishment of an inter-system system of care.

As a part of the development of this proposal, the draft proposed activities were presented to the Strengthening Families (SF) Parent Leadership Team of the Lucas County Family and Children First Council. As a result of their input about the proposed activities, both Wraparound and MST have agreed to work at integrating the SF Framework into their work within the context of each ones program fidelity requirements. They also requested that we make available to families in both MST and Wraparound access to SF Activities, e.g., Parent Café's, Parent Advocacy and Leadership Training and ACT training. We will also invite members of the Parent Leadership Team to participate in the local quarterly review meetings. This demonstrates our commitment to strong **parent and family involvement and advocacy**.

VII. Model Systems Overview:

The primary gateway into MST and Wraparound has been through the juvenile probation department. Youth at high risk for DYS commitment are identified by the Probation Officer or through the resource staffing process. The resource staffing process is made up of a team within the Probation Department that reviews cases being referred for out of home placement. During FY 2013 Lucas County incorporated an additional portal into the BHJJ initiative by way of the Juvenile Detention Center through the Rescue program (housed in the detention center). The Assessment Center, located within the Lucas County Juvenile Justice Center, implemented in



October, 2013, is also another point of entry into the BHJJ initiative. Both Rescue and the Assessment Center identify potential candidates for both MST and Wraparound through screening and assessment. When identified, youth meeting the specific criteria described in the target population, will then be referred to MST or Wraparound through juvenile probation, the primary gateway. At the point of referral, the OYAS will be completed. The decision for referral is based on the issues surrounding the youth and their family and specific program criteria. For instance, a youth with a development disability would be more appropriate for Wraparound versus MST. Through the current referral process, the goal is to **divert as many youth from DYS as possible** (Guiding Value).

VIII. Implementation Timetable and Narrative:

Goal 1: Continuation and **enhancement** of the BHJJ Initiative within Lucas County to assist in **maintaining the current level of Lucas County's commitments** (Guiding Value) to the Ohio Department of Youth Services. Divert serious juvenile offenders with serious behavioral health needs from ODYS institutions to **evidence-based, family-focused programming in the community** (Guiding Value).			
Objectives	**Activities**	**Time Frame**	**Responsible System/Agency**
	Grant Award	7/1/2015	
Continue to strengthen and enhance the Wraparound process in Lucas County through ongoing inter-system collaboration, training and consultation	Continue Quality Improvement efforts for the Wraparound Process, Identify additional training needs for the community stakeholders	**Bi-monthly with Inter-system Resource Team**	Lucas County Family Council (LCFC), MHRSB, Juvenile Court, Board of DD, Children Services Parents, Schools, Inter-system Resource Team (IRT)
Strengthen the MST program through ongoing training and consultation with CIP/Begun Center	CIP will conduct 4 staff and 4 supervisor training booster sessions	**Quarterly**	Zepf Center management & staff, Begun Center CIP consultant
Collaborate with LCJC Assessment Center and Rescue within the Dention Center to ensure the identification of potential referrals to Wraparound or MST	Continue utilization of GAIN-SS, screen/assessment in the Assessment Center for identification of potential referrals to Wraparound. Rescue to assess detainees for recommendation to MST or Wraparound.	**7/1/15 - 6/30/17**	MHRSB, LCJC, Rescue

Goal 2: Meet the treatment and support needs of youth and their families who are serious juvenile offenders involved in the juvenile justice system and who, at a minimum, have serious emotional disturbances, and/or substance use disorders.			
Objectives	**Activities**	**Time Frame**	**Responsible System/Agency**
	Grant Award	7/1/2015	
Utilize the OYAS and the GAIN–SS for effective screening, assessment	Provide effective screening, assessment, and evaluation tools	**As indicated**	Juvenile Court Probation Department & Assessment Center,

and evaluation that support appropriate options to meet youth and family needs			Zepf Center and Rescue
Sequential Intercept Mapping Exercise	Work with CJ/CCOE to conduct process		
	The Wraparound program will serve 15 youth	**Both FY 2016& 2017**	LCFC, MHRSB, Provider Network, Juvenile Court
	Actively involve parent partners and families in the planning, implementation and evaluation process	**7/1/15-6/30/17. Local Quarterly meetings with DYS & OMHAS**	Juvenile Court, Family Council, Parent Leadership Team
	Continue the quality improvement efforts of the IRT	**Bi-monthly**	Lucas County Family Council, MHRSB, Juvenile Court, Children Services, Board of DD, Parents, Schools, IRT
Conduct **Trauma informed screening, assessment, and treatment** (Guiding Value) and develop appropriate interventions, and identify and address anti-social beliefs and behaviors	Contract with the Zepf Center to assess and deliver the MST model	**Annually**	MHRSB, Zepf Center
	The MST program will serve 48-56 youth	**Both FY 2016 and FY 2017**	Zepf Center, Juvenile Court- Probation Dept.

Goal 3: Improve intersystem communication, collaboration, share outcomes information, particularly among behavioral health care, juvenile justice and child welfare systems, and pursue funding, policy, and program practices that support positive youth outcomes.

Objectives	Activities	Time Frame	Responsible System/Agency
	Grant Award	7/1/2015-6/30/2017	
Enhance inter-system structure of the local service coordination mechanism by identifying inter-system issues, i.e. service gaps, system barriers	Bi- Monthly Inter-system Resource Planning meetings Review request for Wraparound referrals	**Bi- Monthly** **Weekly**	Lucas County Family Council, IRT
Strengthen communication among the key BHJJ stakeholders	a. Local meetings with local partners, ODYS and OMHAS	b. **Quarterly,** Tentative dates are 9/18/15, 12/18/15, 3/18/16, 6/17/16;	Key Stakeholders: MHRSB, LCJC, Family Council, State and Regional DYS, Zepf, Rescue
Foster accountability	Monitor and ensure compliance of data collection and reporting requirements for the multisystem collaborative Behavioral Health Juvenile Justice Grant	**Monthly**	Data Program Managers, MHRSB, Family Council, LCJC, Zepf
Workforce development- SBIRT Training	**Engage OMHAS to provide SBIRT Training**	**FY 2016**	MHRSB, LCJC, Rescue

Workforce development	Collaborate with MHRSB, LCJC, OTFA, LC Board of DD, WCJC to provide a one day training on a topic that will enhance the workforce's ability and understanding of the BHJJ population.	**Annually**	MHRSB, LCJC, OTFA, LC Board of DD, WCJC

Goal 4: Coordinate and expand funding by reinvesting current resources and through the use of federal match funds.			
Objectives	**Activities**	**Time Frame**	**Responsible System/Agency**
	Grant Award	7/1/2015	
Leverage Medicaid dollars	Maximize Medicaid billings	**Quarterly**	Zepf Center
Work toward sustainability of MST program	Work with local agencies (Juvenile Court, Family Council, MHRSB)	**Ongoing**	MHRSB, LCJC, Family Council, Zepf Center

IX. Project Budget and Financing Plan:

The total two year cost of the project with all funding sources and potential funding sources identified is $1,109,124. The total two year amount of grant funds being requested is $877,002. The MHRSB assures that the Zepf Center will pursue appropriate first and third party payers and will work with the State in securing non-grant funding for this project, particularly Medicaid funding. Furthermore, the MHRSB assures that these grant funds will not supplant current local, state or federal funds for current service activities.

Sustainability for Wraparound has been initiated through the intersystem reformation of existing resources (pooled funds, FCSS funds, and staff from all agencies assigned to Inter-system Resource Team). Pooled funds from the MHRSB, Lucas County Juvenile Court, Lucas County Job & Family Services, Board of Developmental Disabilities, Toledo Public Schools, and the Lucas County Children Services are being utilized to support Wraparound as a part of the county's services coordination mechanism. The requested BHJJ funds allow Lucas County to continue efforts specifically toward the BHJJ population.

MST however, continues to be reliant on the BHJJ funds, but has leveraged some Medicaid dollars. The additional portals into the LCBHJJ continuum (Rescue Detention Project, Lucas County Juvenile Court Assessment Center) are reliant on BHJJ funds as well.

The Budget Summary, Worksheet and the Budget Narrative clearly outline grant monies being requested and the amount of matching funds available. These items can be found in the Attachments for this grant.

X. Information and Evaluation:

Through the signed Memorandum of Understanding the following assurances are made by the MHRSB and the Juvenile Court:

- Comply with all reporting and monitoring expectations from the State Departments and the evaluation team;
- Will work with the Departments, the evaluation team, and potential other partners in an independent process, and outcomes evaluation of the project;
- Will participate with the State Departments and the evaluation team in developing a cross-system database related to the characteristics of individuals in the target population, service delivery system, and treatment information;
- Will participate with other project sites and State Departments and evaluators in sharing and "lessons learned," best practices, and other relevant information on a statewide basis;
- Will support one training in year 1, and year two that promotes the BHJJ program and the replication of evidence-based and effective family-focused models and practices for working with BHJJ youth and their families.

Budget Summary Year 1

Please provide expense/reimbursement/match for each category

A. Personnel/Salary Costs	**$**
B. Fringe Benefits	**$**
C. Travel	**$ 592**
D. Equipment	**$**
E. Supplies	**$**
F. Consultants/Contracts	**$ 563,970**
G. Other	**$**
Total Direct Costs	**$**
H. Indirect Costs	**$**
TOTAL PROJECT COSTS	**$ 564,562**
Requested State Funds Year 1	**$ 448,501**

I. Projected Insurance Reimbursement	**$**
J. Projected Medicaid Reimbursement	**$ 116,061**
K. Local Match Funds	**$ 364,433**

Budget Detail Worksheet YEAR 1

Please provide in the boxed areas calculations used to determine costs/reimbursements/ match in each category.

A. Personnel **$0**

Name/Position	Computation	Cost

B. Fringe Benefits **$0**

Name/Position	Computation	Cost

C. Travel ___$0____

Purpose	Location	Item	Computation	Cost
BHJJ Quarterly Meetings	Columbus	Mileage	290 miles x 4 trips x $.51 per mile	$591.60

D. Equipment ___$0____

Purpose	Item	Computation	Cost

E. Supplies ___$0____

Supply Items	Computation	Cost

F. Consultants/Contracts __$563,970____

Consultant Fees

Name of Consultant	Service Provided	Computation	Cost
Zepf Center	MST Services: 1.0 FTE Working Supervisor, 3 Therapists. 0.5 FTE Admin. Assistant, Operational Overhead, Mileage, Patrick Kanary, CIP consultation, License and MST Training	All agency expenses	$403,368
Family Council	Wraparound Services	All agency expenses	$69,016
To Be Determined	Training		$25,000
Assessment Center	Screening Brief Intervention Referral into Treatment (SBIRT)	All agency expenses	$56,070
Rescue Juvenile	Referrals into MST	All agency expenses	$10,516

G. Other ___$0____

Description	Computation	Cost

Total Direct Costs ___$564,562____

H. Indirect Costs ___$0____

Description	Computation	Cost

I. Projected Insurance Reimbursement **$ 0**

Description	Computation	Reimbursement

J. Projected Medicaid Reimbursement **$ 116,061**

Description	**Computation**	**Reimbursement**
Medicaid Revenue	Purchase of Services	$116,061

K. Local Match Funds **$ 364,433**

Description	**Computation**	**Match**
Gina Morton, Family Council	.25 FTE x $36,397 annual salary FICA, WC, PERS, Health Insurance	$9,099 - Match $5,303 - Match
Demecia Wilson Juvenile Court	.25 FTE x $42,942 annual salary FICA, WC, PERS, Health Insurance	$15,404 - Match $4,055 - Match
Youth Advocate Program	Community-based mentoring 15 youth x 10 hours/week x 52 weeks x $26.74 per hour	$208,572 – Match
Rescue's Juvenile Detention Center Program	Portion of the Total Budget	$122,000 - Match

Budget Narrative Year 1

Please provide a brief narrative explaining the costs/reimbursements/match in each category.

A. **Personnel** - None
Total Personnel Cost: $0.00

B. **Fringe Benefits** - None

Total Fringe Benefits: $0.00

C. Travel

BHJJ Quarterly Meetings – Covers up to four quarterly BHJJ Grant meetings with the assumptions of 290 miles round trip per meeting at a county mileage rate of $0.51 per mile. 290 miles x $0.51 per mile x 4 trips = $591.60.

Total Travel Cost: $591.60

D. Equipment = $0.00

E. Supplies = $0.00

F. Consultants/Contracts

Zepf will implement Multi-systemic Therapy (MST) for the target population. Through a strength-based, comprehensive assessment, targeted youth will be diverted to the MST program. Treatment focuses on those factors in each youth's social network that are contributing to his or her antisocial behavior. The primary goals of MST programs are to decrease rates of antisocial behavioral and other clinical problems, improve functioning (e.g. family relations, school performance), and achieve these outcomes at a cost savings by reducing the use of out-of-home placements such as incarceration, residential treatment and hospitalization(Guiding Value). The ultimate goal of MST is to empower families to build a healthier environment through the mobilization of existing child, family and community resources, which leverages and reinvests local funds. The total budget of $403,368 include $268,695 for salaries and benefits, $28,255 Administrative expenses, $31,700 for the Center of Innovative Practices (CIP) to cover the agency license and program support expenses, dues/licensure and reference material, $36,518 for indirect costs, $18,000 for vehicle expense, $4,800 for telephone, $5,000 for staff development, $3,600 for Flexible funds expenses, $1,200 for travel, $1,200 ($100 a month) for client food (when the individual does not have enough to eat in order to eliminate a barriers to services), and $4,400 for liability insurance.

Family Council–Wraparound Facilitators and Mentoring. A minimum of fifteen clients will be served at an average cost of $4,602 per person. Total cost of $69,016.

Training: Total cost of $25,000. At this time we are planning to spend $20,000 for the Sequential Intercept mapping process and $5,000 for our annual workforce development training for staff from all child serving agencies that interface with youth involved with the Behavioral Health and Juvenile Justice Systems.

Rescue Juvenile Detention Program - Rescue's Juvenile Detention Program will make appropriate referrals into the MST program. The total cost for this program is $132,516 and the BHJJ grant will provide $10,516 in funding for this program. Total cost of $10,516.

Assessment Center – (1.0) FTE to provide Screening Brief Intervention Referral into Treatment (SBIRT). Total cost of $56,070.

Total Consultants/Contracts = $563,970

G. Other = $0.00

H. Indirect Costs = $0.00

I. Projected Insurance Reimbursement = $0.00

J. Projected Medicaid Reimbursement – Medicaid revenue is projected at $116,061.

K. Local Match Funds – Gina Morton, Lucas County Family Council will be part of the one-quarter local match and Demecia Wilson, Lucas County Juvenile Court will be the other one-quarter local match. Ms. Morton and Ms. Wilson will gather information, collect data and manage information and work with the Begun Center for Violence Prevention, Research and Education at Case Western Reserve University. Ms. Morton's year one cost will be $14,402. Fringe benefits include: FICA, Workers Compensation, PERS and Health Insurance. Ms. Wilson's one year cost will be $19,459. Fringe benefits include: FICA, Workers Compensation, PERS and Health Insurance.

Total Personnel Cost (Match): $24,503

Total Fringe Benefits (Match): $9,358

Youth Advocate Program – The Youth Advocate Program (YAP) will provide community based mentoring for 15 youths per year. 15 youths x 10 hours per week x 52 weeks x $26.74 per hour = $208,572 (match).

Total Match: $208,572

Rescue's Juvenile Detention Program – The MHRS Board will commit $122,000 of its FY 2016 funding to the support the rest of the Juvenile Detention Program.

Total Match: $122,000

Grand Total Match: $364,433

Budget Summary Year 2

Please provide expense/reimbursement/match for each category

B. Personnel/Salary Costs	$
B. Fringe Benefits	$
C. Travel	$ 592

D. Equipment	**$**
E. Supplies	**$**
F. Consultants/Contracts	**$ 543,970**
G. Other	**$**
Total Direct Costs	**$**
H. Indirect Costs	**$**
TOTAL PROJECT COSTS	**$ 544,562**
Requested State Funds Year 2	**$ 428,501**
I. Projected Insurance Reimbursement	**$**
J. Projected Medicaid Reimbursement	**$ 116,061**
K. Local Match Funds	**$ 364,433**

Budget Detail Worksheet YEAR 2

Please provide in the boxed areas calculations used to determine costs/reimbursements/ match in each category.

A. Personnel **$0**

Name/Position	Computation	Cost

B. Fringe Benefits **$0**

Name/Position	Computation	Cost

C. Travel **$592**

Purpose	Location	Item	Computation	Cost
BHJJ Quarterly Meetings	Columbus	Mileage	290 miles x 4 trips x $.51 per mile	$591.60

D. Equipment ___$0____

Purpose	Item	Computation	Cost

E. Supplies ___$0____

Supply Items	Computation	Cost

F. Consultants/Contracts __$543,970_____

Consultant Fees

Name of Consultant	Service Provided	Computation	Cost
Zepf Center	MST Services: 1.0 FTE Working Supervisor, 3 Therapists. 0.5 FTE Admin. Assistant, Operational Overhead, Mileage, Patrick Kanary, CIP consultation, License and MST Training	All agency expenses	$403,368
Family Council	Wraparound Services	All agency expenses	$69,016
To Be Determined	Training		$5,000
Assessment Center	Screening Brief Intervention Referral into Treatment (SBIRT)	All agency expenses	$56,070
Rescue Juvenile	Referrals into MST	All agency expenses	$10,516

G. Other ___$0____

Description	Computation	Cost

Total Direct Costs __$544,562__

H. Indirect Costs ___$0____

Description	Computation	Cost

I. Projected Insurance Reimbursement __$___0_____

Description	Computation	Reimbursement

J. Projected Medicaid Reimbursement **__$__116,061_____**

Description	Computation	Reimbursement
Medicaid Revenue	Purchase of Services	$116,061

K. Local Match Funds **__$_364,433__**

Description	Computation	Match
Gina Morton, Family Council	.25 FTE x $36,397 annual salary FICA, WC, PERS, Health Insurance	$9,099 - Match $5,303 - Match
Demecia Wilson Juvenile Court	.25 FTE x $42,942 annual salary FICA, WC, PERS, Health Insurance	$15,404 - Match $4,055 - Match
Youth Advocate Program	Community-based mentoring 15 youth x 10 hours/week x 52 weeks x $26.74 per hour	$208,572 – Match
Rescue's Juvenile Detention Center	Portion of the Total Budget	$122,000 - Match

Budget Narrative Year 2:

Please provide a brief narrative explaining the costs/reimbursements/match in each category.

A. Personnel - None
Total Personnel Cost: $0.00

B. Fringe Benefits - None
Total Fringe Benefits: $0.00

C. Travel

BHJJ Quarterly Meetings – Covers up to four quarterly BHJJ Grant meetings with the assumptions of 290 miles round trip per meeting at a county mileage rate of $0.51 per mile. 290 miles x $0.51 per mile x 4 trips = $591.60.

Total Travel Cost: $591.60

D. Equipment = $0.00

E. Supplies = $0.00

F. Consultants/Contracts

Zepf will implement Multi-systemic Therapy (MST) for the target population. Through a strength-based, comprehensive assessment, targeted youth will be diverted to the MST program. Treatment focuses on those factors in each youth's social network that are contributing to his or her antisocial behavior. The primary goals of MST programs are to decrease rates of antisocial behavioral and other clinical problems, improve functioning (e.g. family relations, school performance), and achieve these outcomes at a cost savings by reducing the use of out-of-home placements such as incarceration, residential treatment and hospitalization(Guiding Value). The ultimate goal of MST is to empower families to build a healthier environment through the mobilization of existing child, family and community resources, which leverages and reinvests local funds. The total budget of $403,368 include $268,695 for salaries and benefits, $28,255 Administrative expenses, $31,700 for the Center of Innovative Practices (CIP) to cover the agency license and program support expenses, dues/licensure and reference material, $36,518 for indirect costs, $18,000 for vehicle expense, $4,800 for telephone, $5,000 for staff development, $3,600 for Flexible funds expenses, $1,200 for travel, $1,200 ($100 a month) for client food (when the individual does not have enough to eat in order to eliminate a barriers to services), and $4,400 for liability insurance.

Family Council–Wraparound Facilitators and Mentoring. A minimum of fifteen clients will be served at an average cost of $4,602 per person. Total cost of $69,016.

Training: Total cost of $5,000. We plan to provide a 1 day inter-system conference. The target will be staff from all child serving agencies that interface with youth involved with the Behavioral Health and Juvenile Justice Systems.

Rescue Juvenile Detention Program - Rescue's Juvenile Detention Program will make appropriate referrals into the MST program. The total cost for this program is $132,516 and the BHJJ grant will provide $10,516 in funding for this program. Total cost of $10,516.

Assessment Center – (1.0) FTE to provide Screening Brief Intervention Referral into Treatment (SBIRT). Total cost of $56,070.

Total Consultants/Contracts = $543,970

G. Other = $0.00

H. Indirect Costs = $0.00

I. Projected Insurance Reimbursement = $0.00

J. Projected Medicaid Reimbursement - Medicaid revenue is projected at $116,061.

K. Local Match Funds – Gina Morton, Lucas County Family Council will be part of the one-quarter local match and Demecia Wilson, Lucas County Juvenile Court will be the other one-quarter local match. Ms. Morton and Ms. Wilson will gather information, collect data and manage information and work with the Begun Center for Violence

Prevention, Research and Education at Case Western Reserve University. Ms. Morton's year one cost will be $14,402. Fringe benefits include: FICA, Workers Compensation, PERS and Health Insurance. Ms. Wilson's one year cost will be $19,459. Fringe benefits include: FICA, Workers Compensation, PERS and Health Insurance.

Total Personnel Cost (Match): $24,503

Total Fringe Benefits (Match): $9,358

Youth Advocate Program – The Youth Advocate Program (YAP) will provide community based mentoring for 15 youths per year. 15 youths x 10 hours per week x 52 weeks x $26.74 per hour = $208,572 (match).

Total Match: $208,572

Rescue's Juvenile Detention Program – The MHRS Board will commit $107,000 of its FY 2016 funding to the support the rest of the Juvenile Detention Program.

Total Match: $122,000

Grand Total Match: $364,433

Abstract

The Lucas County Behavioral Health and Juvenile Justice (LCBHJJ) Initiative has provided the opportunity to develop, sustain and enhance two recently implemented evidence-based approaches designed to serve serious juvenile offenders who have critical behavior health care needs. The initiative's goals are to treat youth within their own community with the least restrictive care that ensures safety for the youth and community, and divert them from commitment to Ohio Department of Youth Services (ODYS) through system reformation and enhanced service development. The evidence-based approaches are 1) High Fidelity Wraparound designed to support planning for targeted youth, their parents/caregivers and families and, 2) MST which includes supportive services, such as mentoring, pro-social activities and an individualized service plan. For FY 2016-17, the LCBHJJ Initiative is proposing to serve 48-56 youth through MST and 15 youth through Wraparound.

Relevant Research Data:

Bruns, E.J., Walker, J.S. "Ten Principles of Wraparound Process," National Wraparound Initiative, 2004.

Dennis, M.L., Chan, Y-.F., & Funk, R.R. (2006). Development and validation of the GAIN Short Screener (GAIN-SS) for psychopathology and crime/violence among adolescents and adults. The American Journal on Addictions, 15(supplement 1), 80-91.

Disproportionate Minority Contact (DMC) in the Lucas County (Ohio) Juvenile Justice System. August, 2008.

Henggeler, Scott W. Ph.D. FACT Sheet: Multisystemic Therapy: An Overview. Consortium on Children, Families, and the Law.

NREPP. Multisystemic Therapy (MST) for Juvenile Offenders. March 2007.

Walker, Janet & Bruns, Eric. National Wraparound Initiative. Wraparound- Key information, evidence, and endorsements. March 2007.

Substance Abuse and Mental Health Services Administration. Systems-level Implementation of Screening, Brief Intervention, and Referral to Treatment. Technical Assistance Publication (TAP) Series 33. HHS Publication No. (SMA) 13-4741. Rockville, MD; Substance Abuse and Mental Health Services Administration, 2013.

Ohio Department of Youth Services. Profile of Youth Adjudicated or Committed for Felony Offenses, Fiscal Year 2014.

The Strengthening Families Framework was developed by the Center for the Study of Social Policy, for more information see the following link - http://www.cssp.org/reform/strengtheningfamilies

Munetz, Mark R. M.D. & Griffin Patricia A. Ph.D. Use of the Sequential Intercept Model as an Approach to Decriminalization of People With Serious Mental Illness. April 2006.

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

ARTICLE I - Preamble

Lucas County will be a Community…

- That supports parents in caring for their children.
- Where families set their own goals and provide a loving, nurturing, supportive and safe environment.
- Where parents are the primary service specialist for their children and will provide opportunities for their growth.
- Where the community will support parents with the necessary assistance for the care and nurturing of their children.

In Lucas County, Ohio, we the undersigned have committed to work together in a collaborative manner to maintain or reduce our county's current level of commitments of youth to the Ohio Department of Youth Services (ODYS). We will accomplish this through the ongoing implementation and quality improvement efforts of the following:

- Multi-Systemic Therapy program, an intensive home-based program,
- Assessment Center at the Lucas County Juvenile Court,
- RESCUE Detention Services, and
- Wraparound.

It is our intent to enhance existing history of collaboration and intersystem coordination in our county to ensure the further long-term development of a well-coordinated and seamless system of care one which reduces ODYS commitments through more effective assessment and intervention with targeted youth and their families; before they are at risk of out-of-home placement and/or ODYS commitment.

ARTICLE II – REQUIREMENTS UNDER THIS MEMORANDUM

A. Each party to this Memorandum of Understanding agrees to support the following collaborative protocols, upon notice of award:

1. Utilize the required data collection system mandated by the grantor;
2. Collect data for youth assessed, admitted, not admitted to the program;
3. Include parents and families as partners as identified in the Family and Children First Council's Countywide Care Coordination Plan;
4. Integrate behavioral health and juvenile justice programs with Family and Children First Council's Countywide Care Coordination Plan;

5. Enhance collaboration between juvenile justice, developmental disabilities services, health and human services, child welfare, behavioral health system of care, education, and law enforcement;
6. Implement evidence-based practices with fidelity;
7. Collect and present data that can be utilized for evaluation and planning efforts of State of Ohio Departments;
8. Provide culturally competent and responsive service activities;
9. Institute **"no reject/no eject"** (Guiding Value) policies and individualized service plans;
10. Provide specific training, cross training and education activities designed to improve systems of care and collaborations among systems as needed;
11. Assure that funds will only be used to serve BHJJ youth; and
12. Continuing to work on developing sustainability strategies for changes made as a result of this grant, beyond the period of this grant.

B. The undersigned make the following assurances:

1. Compliance with all grant and evaluation reporting and monitoring expectations;
2. Participation in independent process and outcomes evaluations;
3. Provision of .5 FTE data support as required in-kind contribution toward the grant. (.25 FTE by Lucas County Family and Children First Council (Wraparound related data), and .25 FTE by Lucas County Juvenile Court (MST related data);
4. Participate with the grantor and evaluator in sharing progress and findings on a state wide basis;
5. Not supplant current, local, state and federal funds for current services activities; and
6. Make every effort to providing training and oversight to ensure that all service activities are culturally competent.

C. Each of the following signature pages for each of the Collaborating Partners includes the specific functions that each specific Partner shall commit to in order to ensure that the goals and objectives of the Behavioral Health and Juvenile Justice Initiative Project are met:

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

Mental Health and Recovery Services Board of Lucas County shall:

a. Serve as administrative and fiscal agent for the grant project;

b. Collaborate with participating agencies involved with grant activities;

c. Agree to participate in the evaluation conducted by the Begun Center for Violence Prevention, Research and Education at Case Western Reserve University;

d. Participate in quarterly Targeted RECLAIM/ BHJJ meetings conducted by ODYS as scheduled;

e. Conduct quarterly meetings with local partners, ODYS and OMHAS, tentative dates are 9/18/15, 12/18/15, 3/18/16, 6/17/16;

f. Execute a Memorandum of Agreement with all sub-recipients of the BHJJ grant award specifying the requirements and duties to be completed during the particular fiscal year and for the express purpose of allocating BHJJ funds;

g. Require Zepf Center to pursue appropriate first and third party payers such as Medicaid for the MST program;

h. Contribute to Pooled Fund; and

i. Collaborate with partners herein to assure one training in year 1, and year two that promotes the BHJJ program and the replication of evidence-based and effective family-focused models and practices for working with BHJJ youth and their families.

6/12/15

Scott A. Sylak, Executive Director Date
Mental Health and Recovery Services Board of Lucas County (MHRSB)
Lucas County Family and Children First Council Chair (SFY 2015)

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

Lucas County Juvenile Court shall:

a. Serve as the primary gateway/referral point to the MST program and BHJJ track of Wraparound;

b. Utilize the Assessment Center at the Lucas County Juvenile Court to screen and make appropriate referrals to BHJJ Funded services as needed;

c. Provide community supervision for youth referred to Wraparound and/or MST;

d. Participate in the evaluation conducted by the Begun Center for Violence Prevention, Research and Education at Case Western Reserve University;

e. **Commit 1/4 time position for data collection and data management;**

f. Collaborate with participating agencies involved with grant activities;

g. Participate in quarterly Targeted RECLAIM/ BHJJ meetings conducted by ODYS;

h. Participate in quarterly meetings with local partners, ODYS and OMHAS, tentative dates are 9/18/15, 12/18/15, 3/18/16, 6/17/16;

i. Contribute to Pooled Fund; and

j. Collaborate with partners herein to support one training in year 1, and year two that promotes the BHJJ program and the replication of evidence-based and effective family-focused models and practices for working with BHJJ youth and their families.

Denise Navarre Cubbon — 6/11/15

Denise Navarre Cubbon, Administrative Judge — Date
Lucas County Juvenile Court (LCJC)

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

Lucas County Family and Children First Council shall:

a. Lead the ongoing quality improvement efforts of Wraparound – Facilitation;

b. Agrees to participate in the evaluation conducted by the Begun Center for Violence Prevention, Research and Education at Case Western Reserve University;

c. **Commit 1/4 time position for data collection and data management;**

d. Participate in quarterly Targeted RECLAIM/ BHJJ meetings conducted by ODYS;

e. Participate in quarterly meetings with local partners, ODYS and OMHAS, tentative dates are 9/18/15, 12/18/15, 3/18/16, 6/17/16; and

f. Collaborate with partners herein to support one training in year 1, and year two that promotes the BHJJ program and the replication of evidence-based and effective family-focused models and practices for working with BHJJ youth and their families.

David Kontur, Director
Lucas County Family and Children First Council

6/10/15
Date

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

The Ohio Department of Youth Services, Toledo Region shall:

a. Participate in quarterly Targeted RECLAIM/ BHJJ meetings conducted by ODYS;

b. Participate in quarterly meetings with local partners, ODYS and OMHAS, tentative dates are 9/18/15, 12/18/15, 3/18/16, 6/17/16; and

c. Participate in planning, development and ongoing quality improvement activities as indicated for BHJJ programs.

6/11/15

Nate Lawson, Administrator Date
Ohio Department of Youth Services, Toledo Region (ODYS)

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

Lucas County Children Services shall:

a. Assist in connecting eligible youth/family to all applicable services i.e. Wraparound ; and

b. Contribute to Pooled Fund.

6-12-15

Dean Sparks, Executive Director
Lucas County Children Services (LCCS)

Date

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

Lucas County Department of Job and Family Services shall:

a. Assist in connecting eligible youth/family to all applicable public assistance benefits offered through JFS; and

b. Contribute to Pooled Fund.

Sophia Lloyd 6-11-15

Sophia Lloyd, Director Date
Lucas County Department of Job & Family Services (LCJFS)

Memorandum of Understanding
Lucas County Behavioral Health and Juvenile Justice Project
July 1, 2015 through June 30, 2017

Lucas County Board of Developmental Disabilities shall:

a. Assist in ensuring that program participants eligible for DD Services are connected to appropriate services;

b. As appropriate, determine if participant is also eligible for Home and Community-based Services (HCBS) Waiver; and

c. Contribute to Pooled Fund.

Deb Yenrick

6/12/15

Deb Yenrick, Superintendent
Lucas County Board of Developmental Disabilities

Date

Job Description — Lucas County Juvenile Court

Job Title: **Chief Probation Officer/Administrator of Probation Services**

Department: Probation
Job Code: 17
Reports To: Court Administrator
FLSA Status: Exempt
Supervises: All Department Staff

Job Purpose: Responsible for the development, management, operation and monitoring of Juvenile Probation Services and its personnel.

Minimum Position Requirements:

Education/Training: Bachelor Degree in social work, criminal justice, public administration or a closely related field. Master's degree preferred.

Experience/Knowledge/Background: At least five (5) years relevant work experience to include overseeing juvenile probation casework plus five (5) years supervisory experience is required; or any combination of education and experience that provides equivalent knowledge, skills and abilities.

Skills: Must possess basic computer/keyboarding skills. Must be able to read and interpret legal documents, procedure & policy manuals and routine and non-routine correspondence. Outstanding written and verbal communication skills are essential.

Appearance/Personality: Customer service, courtesy, professional business demeanor and presentation are critical. Due to the personally sensitive nature of information in this office, confidentiality is essential. Must have the ability to work well with a diverse group of people.

Special Requirements: Must be a minimum of twenty-one (21) years of age; have a valid driver's license; and submit to a pre-employment screening, a criminal record check and in-depth reference check. Must be able to multitask, have an excellent work record and work independently with minimal supervision while meeting established deadlines. Must possess an in-depth working knowledge of acceptable probation practices. Professional memberships encouraged.

Court Expectations of Employee:

- Adheres to Court Policy and Procedures
- Acts as a role model both within and outside the Court
- Exhibits a professional manner in dealing with others and works to maintain constructive working relationships
- Maintains a positive and respectful approach both verbally and in writing with superiors, colleagues, and individuals inside and outside the Court
- Performs duties as workload necessitates in a timely, accurate and thorough manner and is conscientious about assignments meeting Department productivity standards
- Communicates regularly with supervisor about Department issues
- Demonstrates flexible and efficient time management and ability to prioritize workload
- Consistently reports to work on time, prepared to perform duties of position meeting Court attendance standards

Essential Job Functions:

- Manages, supervises, evaluates and monitors the daily operation of Probation Services and staff activities to ensure the implementation of court orders, effective case management and programming and staff supervision.
- Processes employee concerns and problems, provides direction, advice and technical expertise.
- Coordinates departmental activities, organizes and prioritizes workloads accordingly.
- Reviews work assignments; monitors status of work in progress; inspects completed work; troubleshoots problem situations.

- Ensures departmental compliance with all applicable codes, laws, rules, regulations, standards, policies and procedures; initiates any action necessary to correct deviations or violations.
- Ensures adherence to established safety procedures; monitors work environment and use of safety equipment to ensure safety of employees and youths being serviced.
- Works with community leaders to develop new programs for at risk youth.
- Review of research regarding juvenile delinquency to enhance the impact of effective interventions.
- Ensures fidelity of evidence-based probation practices.
- Leads change within the Probation Department.
- Establish and maintain collaborative relationships with a broad range of community agencies to assist in achieving the successful outcomes with youth on probation.
- Develops and administers the department budget; approves expenditures.
- Oversees the collection and collation of statistical information and data needed for various reports and grants.
- Oversees the management of the Juvenile Probation Information System.
- Chairs and conducts regularly scheduled meetings with department staff for the purpose of disseminating information; also, attends as necessary regularly scheduled meetings within the separate units of the probation department staff.
- Assists in the writing and submission of grants.
- Promotes positive public relations regarding the operation of the Probation Department; conducts speaking engagements; communicates with media representatives.
- Completes various monthly, quarterly and annual reports.
- Completes payroll documentation as required.
- Conducts internal investigations and disciplinary conferences as required.
- Conducts employment interviews, makes and submits hiring recommendations.
- May be required to act as a representative for the Juvenile Division on various committees and/or planning groups.
- Assists in the collection and research of information for special projects when needed.
- Attends mandatory staff meetings and training as required.
- All other duties as assigned.

Language Skills:

- Requires the ability to utilize a wide variety of advisory data and information such as financial statements, technical operating manuals, statutes, procedures, guidelines and routine and non-routine correspondence.
- Ability to write routine and non-routine reports and business correspondence.
- Must write legibly.

Mathematical Skills:

- Requires the ability to perform basic arithmetic, including the ability to calculate percentages and decimals.
- May require the ability to perform mathematical operations with fractions and compute discounts.

Computer Skills:

- Requires the ability to understand and utilize the Juvenile Information Databases.
- Must have knowledge of Windows environment, word processing software and email.
- Spreadsheet knowledge preferred.

Reasoning Ability:

- Requires the ability to exercise the judgment, decisiveness and creativity required in situations involving the evaluation of information against measurable or verifiable criteria.
- Requires the ability to apply and carryout instructions furnished in written or oral form.
- Requires the ability to independently problem solve.

Physical Demands:

- Tasks involve the ability to exert light physical effort, to include the ability to walk (to include up and down multiple flights of stairs), stoop, bend, kneel, use hands, move objects, reach, push and pull on a regular basis.
- Tasks may require the employee to occasionally lift, carry, push and/or pull objects weighing from five to ten pounds.
- Frequently requires using hands and fingers to operate computer keyboards and office equipment.
- Must be able to hear and also talk in a clear and concise manner.
- Tasks may involve extended periods of time at a keyboard or workstation.

Work Environment:

- Tasks are regularly performed in safe and comfortable surroundings without exposure to adverse environmental conditions.

DEMECIA M. WILSON

3509 Woodmont St.
Toledo, OH 43606
Phone: (419) 376-8976
Email: dwilso@co.lucas.oh.us

EMPLOYMENT/EXPERIENCE

5/15 – Present	***Administrator of Probation Services*** Juvenile Court	Lucas County
10/14-5/15	***Assistant Administrator of Probation Services*** Lucas County Juvenile Court	
02/11-10/14	***Juvenile Probation Manager*** Juvenile Court	Lucas County
10/96-02/11	***Juvenile Probation Officer*** Juvenile Court	Lucas County
06/95-10/96	***Residential Specialist/Shift Leader*** Treatment Center	Lucas County Youth

EDUCATION

1991-1995 Bachelor of Science in Psychology, Wilberforce University.
2005 – 2007 Masters Degree in Organizational Leadership, Lourdes University

ORANIZATIONS/BOARDS/COALITIONS:

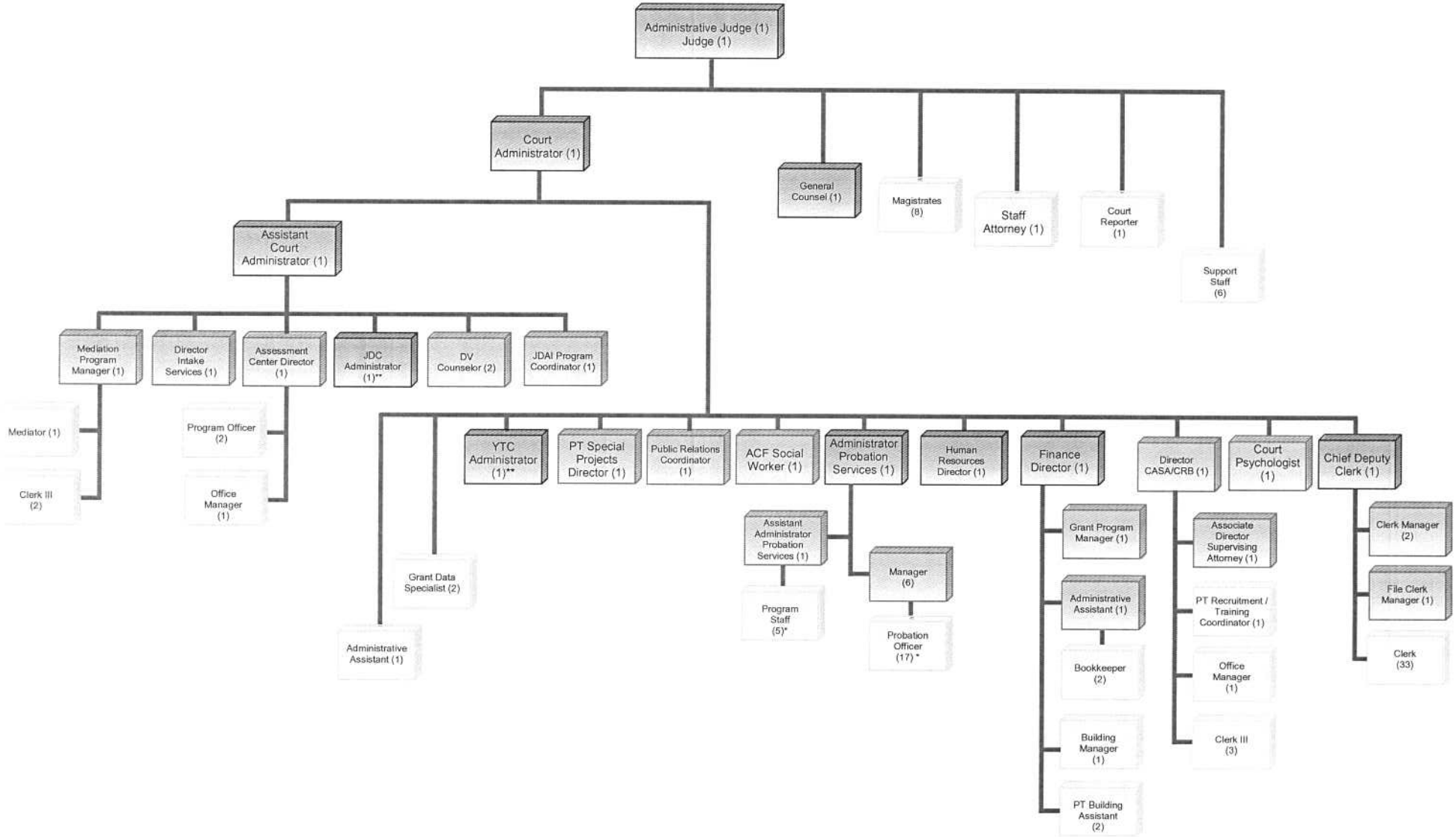
- Lucas County Human Trafficking Coalition
- Advocating Opportunities Board Member
- Alpha Kappa Alpha Sorority, Inc. Zeta Alpha Omega Chapter
- Roots Of Diversity Exhibition Group

TRAINING/SKILLS:

- Motivational Interviewing Skills (2011-2015)
- Effective Practices In Community Supervision (2011)
- Ohio Youth Assessments System Training
- Cognitive-Behavioral Therapy The Basics of Helping People Get Better
- Leaders Emerging And Developing (LEAD)
- Work Smart/Work Safe Office and Field Safety Training Program
- Domestic Abuse Issues: Training for Mediators and Other Professionals
- Fetal Alcohol Spectrum Disorders
- Prostitution, Sex Work, and the Commercial Sex Industry Conference

- Bridges Out of Poverty
- Understanding Self-Mutilation
- Alcohol and Drug Awareness
- Emergency Response Training, CPR & First Aid
- Conflict Management, Gang Violence, Nonviolent Crisis Intervention

Juvenile Court



* = Grant Funded Positions Included
** = Included on Separate Organizational Chart

LUCAS COUNTY FAMILY AND CHILDREN FIRST COUNCIL
POSITION DESCRIPTION

TITLE: Intersystem Support Specialist

DEPARTMENT: Lucas County Family and Children First Council

LOCATION: 2275 Collingwood, Room 101, Toledo, OH 43620

HOURS: 8:30 a.m – 4:30 p.m., Monday – Friday

RATE OF PAY: Grade 21; $17.24 per hour

STATUS: Non-Bargaining **FLSA:** Non-Exempt

GENERAL SUMMARY

Under the general direction from the Wraparound Supervisor this position is responsible to assist the Wraparound Facilitators with the daily work functions that are associated with the Wraparound process. Support the Wraparound processes and procedures by assisting the facilitators in working with youth and families experiencing complex problems, identifying and addressing barriers and other needs through collaboration with support agencies and community partners.

SPECIFIC TASKS:

1. Assist Wraparound Facilitators by providing support to the work functions associated with the four Phases of Wraparound (i.e. Engagement and Team Preparation; Initial Plan Development; Implementation and Transition; prepares family plans and preparing information for Wraparound meetings).
2. Monitors and tracks specialist assistance cases (i.e monitoring progress of teams and families while tracking provider service effectiveness).
3. Assist the facilitators in providing direction and on-going facilitation to ensure Wraparound Teams that are both effective and efficient through positive display of the mission, vision and value of the Wraparound Initiative.
4. Engage and work with a wide-range of professionals from across many different disciplines and agencies to build a collaborative, effective and efficient partnership and team process in partnership with families to successfully work through the Wraparound phases and process.
5. Assisting facilitators in engaging and working with community members, family friends and relatives as needed to better develop the engagement of natural supports in the lives of families.

Page 2 - Wraparound Team Assistant

6. Continually expand a working knowledge of activities and supports for children/youth and families in Lucas County.
7. Assist facilitators in establishing effective safety plans, as needed, during the Engagement and Team Preparation Phase to have a contingency plan for families to effectively deal with potential crisis.
8. Completion of all required documentation and data collection; enter data into required matrix and spreadsheets when needed.
9. Maintain a good public image
10. Perform other duties and responsibilities as assigned by the Wraparound Supervisor.
11. Collect, distribute and utilize outcome data to evaluate the impact of services delivered within the Wraparound Initiative

MINIMUM REQUIREMENTS:

- Bachelors Degree required (Social Work, Psychology, Sociology and/or Health Science).
- Two (2) years experience in case coordination working with youth and families.
- Satisfactory completion of criminal background check
- Must have a valid drivers license with driving privileges in the State of Ohio, acceptable driving record and access to a reliable mode of transportation.

KNOWLEDGE, SKILL AND ABILITY:

Maintain knowledge of the Wraparound Initiative
Possess behavioral management skills
Possess small group facilitation skills
Knowledge of community resources
Ability to work cooperatively with youth, parents, community partners, and school personnel
Ability to verbally articulate the Wraparound process, principles and phases in a training environment.
Ability to represent the agency to various constituencies and reinforce the value of agency services
Ability to build strong relationships and networks to more effectively serve children/youth and their families
Ability to effectively work collaboratively; strong organizational and planning skills; exercise good communication, Facilitation and service management skills
Demonstrate ability to be flexible and adaptable to frequent changes within Wraparound
Demonstrated ability to lead and facilitate teams (e.g., treatment teams, project teams, etc.)
Working knowledge of public child serving systems in Lucas County
Working knowledge of community resources and/or how to find information on

community resources.
Exercise skills in promoting sensitivity and competence to cultural differences

WORKING CONDITIONS

- May require periodically flexing schedule to work evening or weekend hours to ensure responsiveness with family needs
- May require travel

This Position is grant funded and continued employment is based on availability of grant funding and satisfactory performance on the job

I have read and understand this position description.

_____ _____

Employee Signature **Date**

GINA MORTON
4144 Douglas · Toledo, OH 43613 · 419-699-1471 · gmorton@nwoca.net

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EDUCATION:

University of Toledo · Toledo, Ohio
MBA 2013-2014
Specialization: Information Technology

BA Psychology, 2007

EXPERIENCE:

Lucas County Family Council 5/27/14-present
Intersystems Support Specialist

- Provide support, coaching, training and assistance to Wraparound Facilitators
- Facilitate wraparound teams and/or provide case consultation
- Participate on the Intersystems resource team and
- Collect and report data

Westside Montessori School, 2012
Office support & After School Programming

- Support services for operation and organization of diverse student community and educational curriculum using various forms of communication and correspondence
- Managing schools intranet and email coordination
- Facilitating critical thinking, collaboration, conflict resolution, and coaching to help students have positive educational experiences

NAMI of Greater Toledo, 2011-12
Wraparound Facilitator

- Management and facilitation of teams ranging in size from 5-20
- Creative planning, strategy development, data collection and reporting
- Coordinating communication between agencies, systems, and programs
- Developing and implementing strengths based solution focused plans to help children and families attain success

Harbor, 2010-2011
Community and Psychiatric Support Treatment Provider

- Development, implementation, and coordination of treatment plans and behavioral modification strategies
- Supporting needs through coaching, teaching, various problem solving techniques, and ongoing skill development
- Data and reporting in compliance with insurance and confidentiality practices
- Need assessment, educational support, and advocacy

Unison BHG, 2008-2010
Community and Psychiatric Support Treatment Provider

- Case management and coordination
- Referral, linkage, and support services in community, educational and home settings
- Need assessment, plan development and implementation, support and advocacy
- Data and reporting in compliance with insurance and confidentiality practices

University of Toledo, 2007
Lab Tech

- IT help and support, troubleshooting and problem solving programming and hardware issues in lab
- Management of 50+ computer stations

RELATED EXPERIENCE:

- Certified CANS Administrator (Child and Adolescent Needs and Strengths Assessment for children and adolescent)
- Certified ANSA-T Administrator (Adult Needs and Strengths Assessment-Transition to adulthood version)
- Proficient in Microsoft Office (word, excel, PowerPoint, publisher), SPSS, Adobe Photoshop, SQL, various operating systems
- 65 WPM speed
- Spanish (conversational), Latin (written)

Resources:

Bruns, E.J., Walker, J.S. "Ten Principles of Wraparound Process," National Wraparound Initiative, 2004.

Dennis, M.L., Chan, Y-.F., & Funk, R.R. (2006). Development and validation of the GAIN Short Screener (GAIN-SS) for psychopathology and crime/violence among adolescents and adults. The American Journal on Addictions, 15(supplement 1), 80-91.

Disproportionate Minority Contact (DMC) in the Lucas County (Ohio) Juvenile Justice System. August, 2008.

Henggeler, Scott W. Ph.D. FACT Sheet: Multisystemic Therapy: An Overview. Consortium on Children, Families, and the Law.

NREPP. Multisystemic Therapy (MST) for Juvenile Offenders. March 2007.

Walker, Janet & Bruns, Eric. National Wraparound Initiative. Wraparound- Key information, evidence, and endorsements. March 2007.

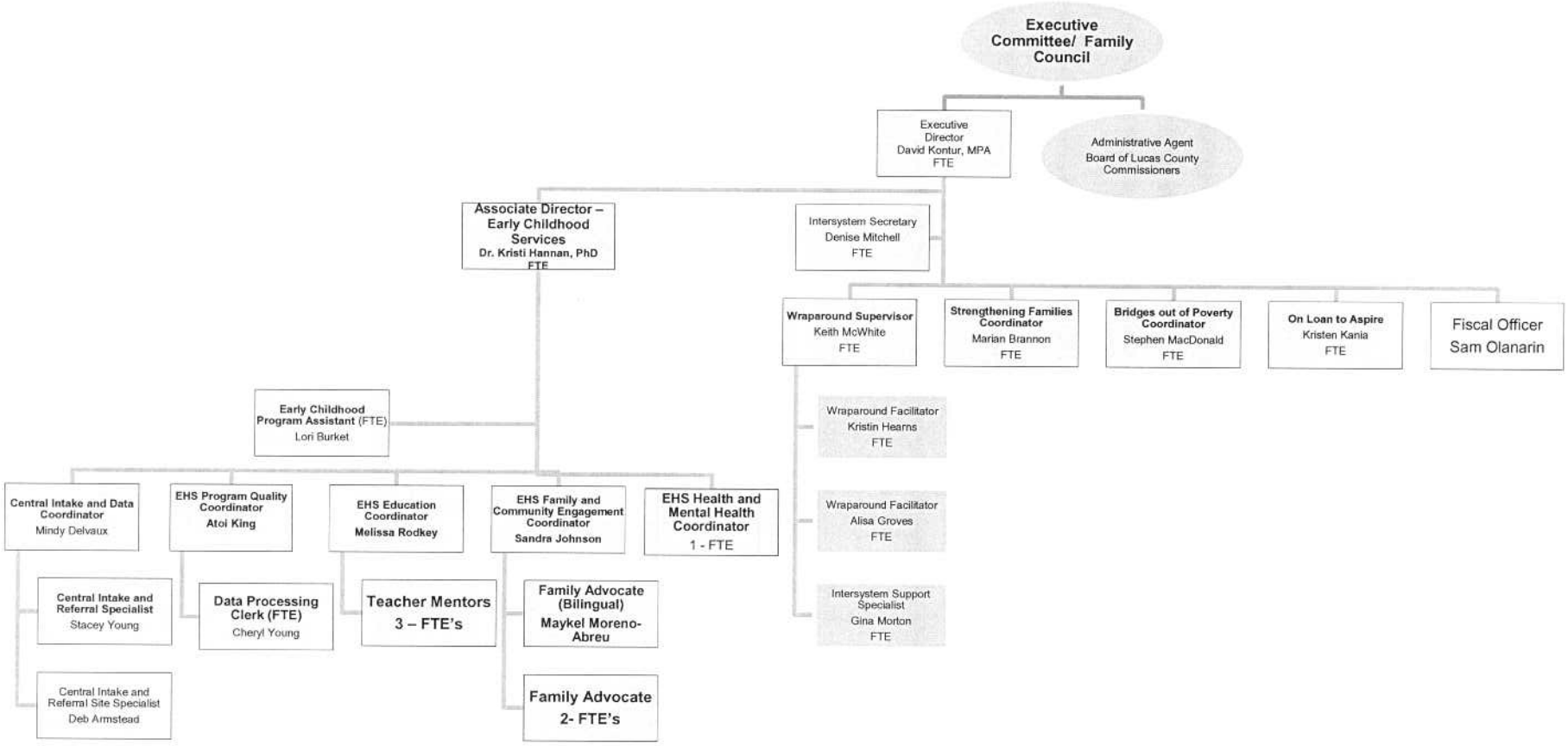
Substance Abuse and Mental Health Services Administration. Systems-level Implementation of Screening, Brief Intervention, and Referral to Treatment. Technical Assistance Publication (TAP) Series 33. HHS Publication No. (SMA) 13-4741. Rockville, MD; Substance Abuse and Mental Health Services Administration, 2013.

Ohio Department of Youth Services. Profile of Youth Adjudicated or Committed for Felony Offenses, Fiscal Year 2014.

The Strengthening Families Framework was developed by the Center for the Study of Social Policy, for more information see the following link - http://www.cssp.org/reform/strengtheningfamilies

Munetz, Mark R. M.D. & Griffin Patricia A. Ph.D. Use of the Sequential Intercept Model as an Approach to Decriminalization of People With Serious Mental Illness. April 2006.

Lucas County Family and Children First Council
Approved Table of Organization
May 8, 2015



Revised 3/9/15 with names