

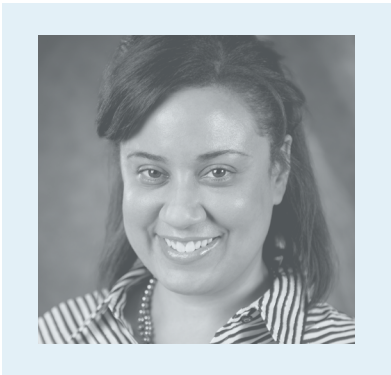


**Cuyahoga Tapestry
System of Care**

**Project Summary
2003–2009**

Once you learn something

it becomes second nature. Like tying your shoe. Or riding your bike. Childhood is all about learning to do challenging things. We were inspired by our youngest citizens when we started the Cuyahoga Tapestry System of Care. We wanted caring for the complicated needs of kids and their families to become second nature within communities. Our efforts have established a system that enhances the lives of children with significant behavioral needs. **Welcome to our report.**



Dear Tapestry Friends and Supporters:

Cuyahoga Tapestry System of Care is proud to present its Project Summary Report to the Community, a compilation of the achievements of the project from 2003 through 2009. As the newest addition to the Tapestry team, I am honored to work with this group of talented and passionate people, dedicated to improving the lives of children with serious and complicated social and emotional issues and their families. I look forward to our community's efforts in sustaining this important work.



This report celebrates the amazing team that has committed to our community's system of care. The parents and youth. The Care Coordinators and Parent Advocates. The child-serving public systems. The local, state and national public officials. And the devoted staff at the Administrative Services Organization who are so critical to making sure that this effort we call Tapestry runs smoothly. Since its inception in 2003, the Tapestry team has worked diligently and should be credited for the many accomplishments, the most notable of which is that children and their families have received the support needed to be healthy and successful.

There are two particular stories which remind me of how important it is to continue to grow and nurture our community's system of care. The first story is of a dad named Derrick, who is now raising his youngest son differently because of the approaches he learned while his older children were enrolled in Tapestry. Learn more about him, and how he has become a stronger parent, on page 13. The second story is of a mother named Carmen, who adopted an abandoned child and has guided his life, loved him, and helped him become a thriving third grader. Learn more about her and the support she has received from her community on page 20.

In the words of the great children's advocate, Marian Wright Edelman, "Service is the rent we pay for living." We have made great strides, and yet there is still much work to be done. I invite you join us on our journey to serve as it will take all of us working together to make a difference for our most precious assets.

Catherine L. Lester

Director, Cuyahoga Tapestry System of Care



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Our Vision:

Weaving Solutions with Children and their Families

Our Mission:

The Cuyahoga Tapestry System of Care exists to enhance the lives of children with significant behavioral needs who are involved in multiple systems through family-focused, child-centered, strength-based, and culturally competent care in their community.

Introduction

Our approach

Cuyahoga Tapestry System of Care, or “Tapestry” as it is called by families, continues to evolve in its goal of serving children with emotional difficulties and their families in the best manner possible.

Building from a grant received from the United States Substance Abuse and Mental Health Services Administration (SAMHSA) in 2003 to develop a system of care, Tapestry employs a community wraparound process that services more than 600 families each year through both care coordination and family and youth involvement services. These families have children who are often multi-system involved and who have serious, complicated social and emotional needs

Cuyahoga County’s system of care involves a coordinated network of community-based services and supports that is organized to meet the challenges of children and youth with serious mental health needs and their families. Families and youth work in partnership with public systems and private organizations so that services and supports are effective, build on the strengths of the family, and address each family’s cultural and linguistic needs.

Using the community wraparound process, the focus in Cuyahoga County is on discovering the strengths, needs and culture of each individual family, while also tapping into close-to-home community services and natural supports that can sustain the family during the process and beyond. Families, along with their Care Coordinator, develop a team of people who can address each family’s individual needs with innovative and non-traditional solutions.

Outcome Goals:

1. Improved family and youth functioning
2. Reduced recidivism in juvenile justice
3. Reduced recidivism in child welfare
4. Increase effectiveness and efficiency

Our accomplishments

As the Cuyahoga Tapestry System of Care solidifies its work in the community, a continued focus will be on SERVICE DELIVERY with a priority on *care coordination, family & youth support, and flexible wraparound services*. A second focus will be on CAPACITY BUILDING, developing from the lessons learned and successes achieved in the service delivery arena. This capacity building will include *training, leveraging and developing resources, evaluation and outcomes, and system integration* of system-of-care values and principles.

“I learned to share my story with many others through the Tapestry program. Coming to the support groups and meeting other families who shared some of the problems I endured on a daily basis. I represent grandparents and am able to help others deal with their problems.”

—Linda, a Tapestry grandmother

This renewed focus will require Tapestry to continue to build on the many achievements and accomplishments to date, including these:

- Emerged as a graduated Substance Abuse & Mental Health Services Association (SAMHSA) site and are called upon to consult with newly awarded and current System of Care sites in Ohio and across the country.
- Recognized nationally for family involvement, social marketing, and evaluation efforts.
- Acknowledged as a national model for operationalizing the family voice and choice value.
- Increased system integration and capacity for serving children and families with multiple needs, by building on the child welfare Family-to-Family initiative.
- Partnered with Cuyahoga County Juvenile Court in closing the Youth Detention Center (YDC), including providing care coordination services and wraparound support to these youth.
- Developed and implemented a Wraparound Certification initiative for staff from provider agencies in an effort to increase and refine expertise in family-centered practice.

Who we serve

Cuyahoga Tapestry System of Care serves children and youth who are identified by one of three referral sources: the community*, the child welfare system and the juvenile court system. The enrollment process for each referral source involves an initial assessment to ensure that Tapestry is an appropriate fit for the child, followed by development of an initial crisis plan as needed and linkage to a Care Coordinator who will work with the family in convening a Wraparound Team and developing their plan of care.

The families served by Tapestry represent the diversity of the community. Highlighted on the following pages are some key characteristics of the families that have been involved with Tapestry. In the subsequent charts is more specific information including length of enrollment in Tapestry; demographic descriptives such as gender, age and race; and diagnosis information.



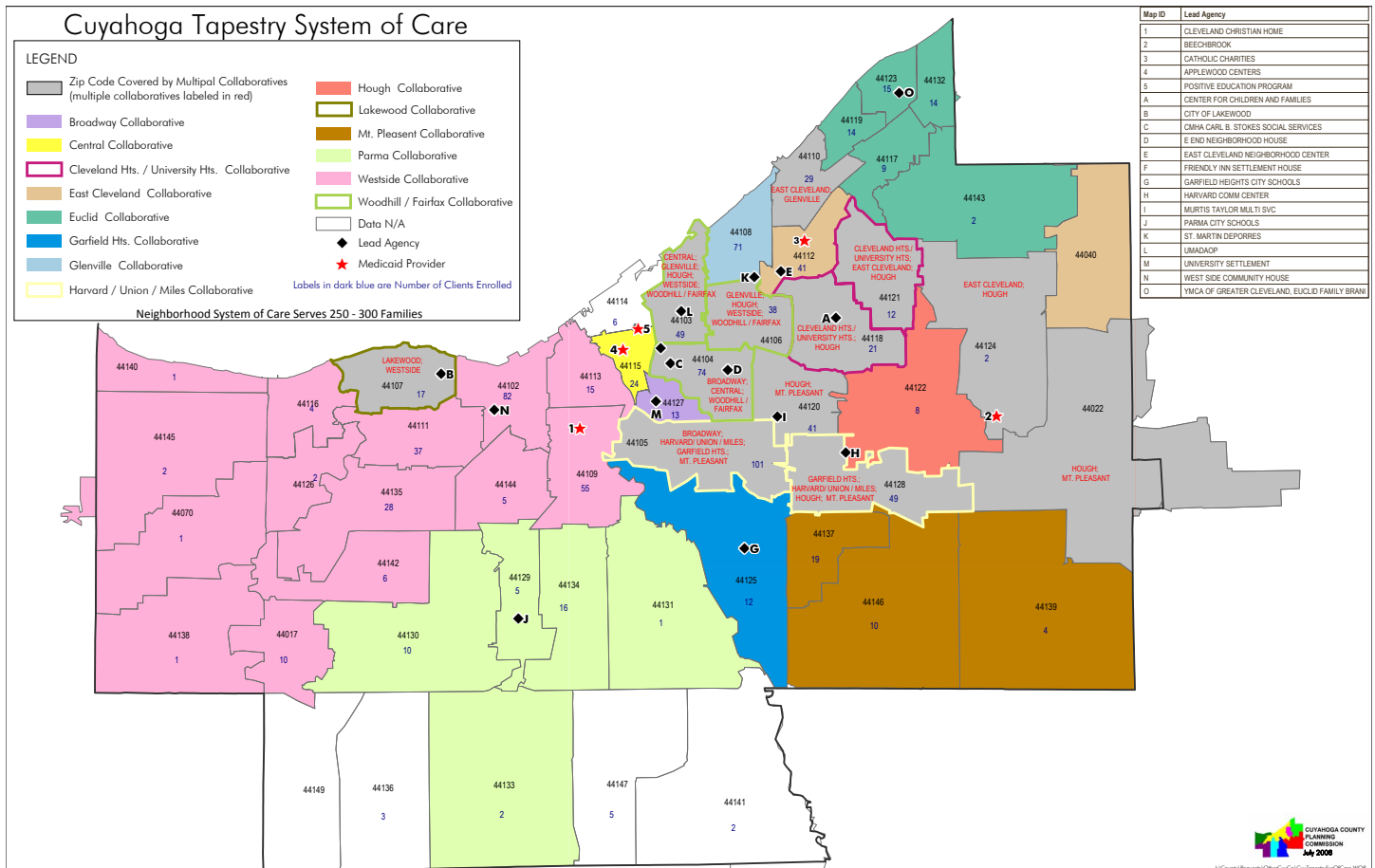
*Through the duration of the grant from 2003 to 2009, Positive Education Program (PEP) was the provider serving community referrals.

Where do our families live?

Service delivery for Tapestry divides Cuyahoga County into areas called "clusters," which are service areas that link to the geographic districts established by the Department of Children and Family Services. Each cluster has supports for families, and emphasizes the idea of creating supportive networks that are close to a child's home. The clusters are defined by geography and each consist of three to four established Family-to-Family Neighborhood Collaboratives with a lead agency.

	2005	2006	2007	2008	2009*	Total
Cluster One (Westside)	40	41	129	191	101	502
Cluster Two (Northeast)	43	38	124	185	114	504
Cluster Three (Southeast)	28	35	112	139	76	390
Cluster Four (Eastside)	26	42	108	161	69	406
Total (All Clusters)	137	156	473	676	360	1802
Missing Data	0	0	17	30	32	79
Total # of Families	137	156	490	706	392	1881

* This data represents a partial year.



What are the demographics of our youth?

Young people who become involved in Tapestry are of different genders, ages and races, but most have one thing in common: a long history of family conflicts. Very few of the youth see their own strengths and talents—their futures seem limited by violence, poverty, and strained relationships. But other things they have in common are strengths and positives waiting to be discovered, and a Tapestry team ready to help.

Gender

Referral:	Juvenile Court		Child Welfare		Community	
	Frequency	%	Frequency	%	Frequency	%
Female	289	39%	220	45.5%	145	34.1%
Male	452	61%	263	54.4%	280	65.8%
Total males:	995					
Total females:	654					

Age

Referral:	Juvenile Court	Child Welfare	Community
Age of youngest child served:	9	4	4
Age of oldest child served:	18	21	17
Average age:	15.04	13.66	11.24

Race

Referral:	Juvenile Court	Child Welfare	Community			
Race	Frequency	%	Frequency	%	Frequency	%
African-Am	557	75.1%	374	77.4%	335	78.8%
Total African American:	1266					
Biracial	6	0.8%	9	1.8%	0	0%
Total Biracial:	15					
Caucasian	147	19.8%	94	19.4%	81	19%
Total Caucasian:	322					
Hispanic	25	3.3%	3	0.6%	0	0%
Total Hispanic:	28					
Other	1	0.1%	2	0.4%	2	0.4%
Unknown	5	0.6%	1	0.2%	7	1.6%

What are some of the diagnoses with which our youth struggle?

Tapestry started as part of the largest initiative for children’s mental health in our country’s history. The challenges young people and their families face on a daily basis can be extreme. Many children have one or more mental health diagnoses that can impact their functioning and their relationships at home, at school and in their neighborhood.

Mental Health Diagnoses

Referral:	Juvenile Court		Child Welfare		Community	
	Frequency	%	Frequency	%	Frequency	%
Diagnoses						
Adjustment Disorder	25	3.4%	33	6.8%	24	5.6%
Anxiety Disorder	62	8.4%	96	19.9%	88	20.7%
AODA *Related	77	10.4%	23	4.8%	8	1.9%
Attention Disorder	192	25.9%	186	38.5%	247	58.1%
Conduct Disorder	405	54.7%	223	46.2%	177	41.6%
Depressive Disorder	163	22.0%	95	19.7%	69	16.2%
Developmental Dis.	21	2.8%	66	13.7%	38	8.9%
Mood Disorder	89	12.0%	101	20.9%	108	25.4%
Thought Disorder	7	0.9%	11	2.3%	7	1.6%
Other	89	12.0%	38	7.9%	13	3.1%
No Diagnosis	182	24.6%	79	16.4%	4	0.9%

* Alcohol/Other Drug

Length of Time a Youth is Enrolled before Graduation

Referral:	Juvenile Court		Child Welfare		Community	
	Days	Months	Days	Months	Days	Months
Length Enrolled						
Range	4-753	0-25	3-1172	0-38	4-1596	0-52
Total Graduated	388		306		244	
Average	218	7	277	9	359	12

Who works with our youth?

Both Care Coordination (CCP) and Cluster partners work with our youth. The CCP consists of agencies that provide mental health services using a wraparound philosophy to children and families enrolled in Cuyahoga Tapestry System of Care. Cluster partners are community-based settlement house agencies that provide neighborhood-based youth and family advocacy as well as support activities to children and families enrolled in Tapestry.

Our Care Coordination Partnership

Applewood Inc.

Beech Brook

Catholic Charities Inc.

The Cleveland Christian Home

Positive Education Program*

Our Cluster Partnership**

St. Martin de Porres – lead agency

Euclid YMCA

Center for Families & Children

East Cleveland Neighborhood Center

East End Neighborhood House – lead agency

Harvard Community Service Center

Murtis Taylor Human Services Center

Garfield City Schools (Note: this partner changed to Word of Righteousness Family Life Center in 2010)

University Settlement House – lead agency

UMADOAP

Friendly Inn Settlement House

West Side Community House – lead agency

City of Lakewood

Parma City Schools

Our Residential Stepdown Providers

Bellefaire Jewish Children's Bureau

The Village Network

*Through the duration of the grant from 2003 to 2009, Positive Education Program (PEP) was the provider serving community referrals.

**The cluster structure described in this report is the configuration that was used in the 2010 contracts. Variations of this structure were used throughout the six year grant period.

Outcome #1

Improved family and youth functioning

Children and youth enrolled in Tapestry have demonstrated significant improvement in their functioning as well as a reduction in problem severity. Using a tool called the Ohio Scales, Tapestry has shown the ability to have a positive impact in the problem severity and overall functioning for children identified by each of the referral sources: community, child welfare and juvenile court.

“Tapestry helped me understand about mental health needs, and how my children needed more love, not lectures.”

—Derrick, a Tapestry dad

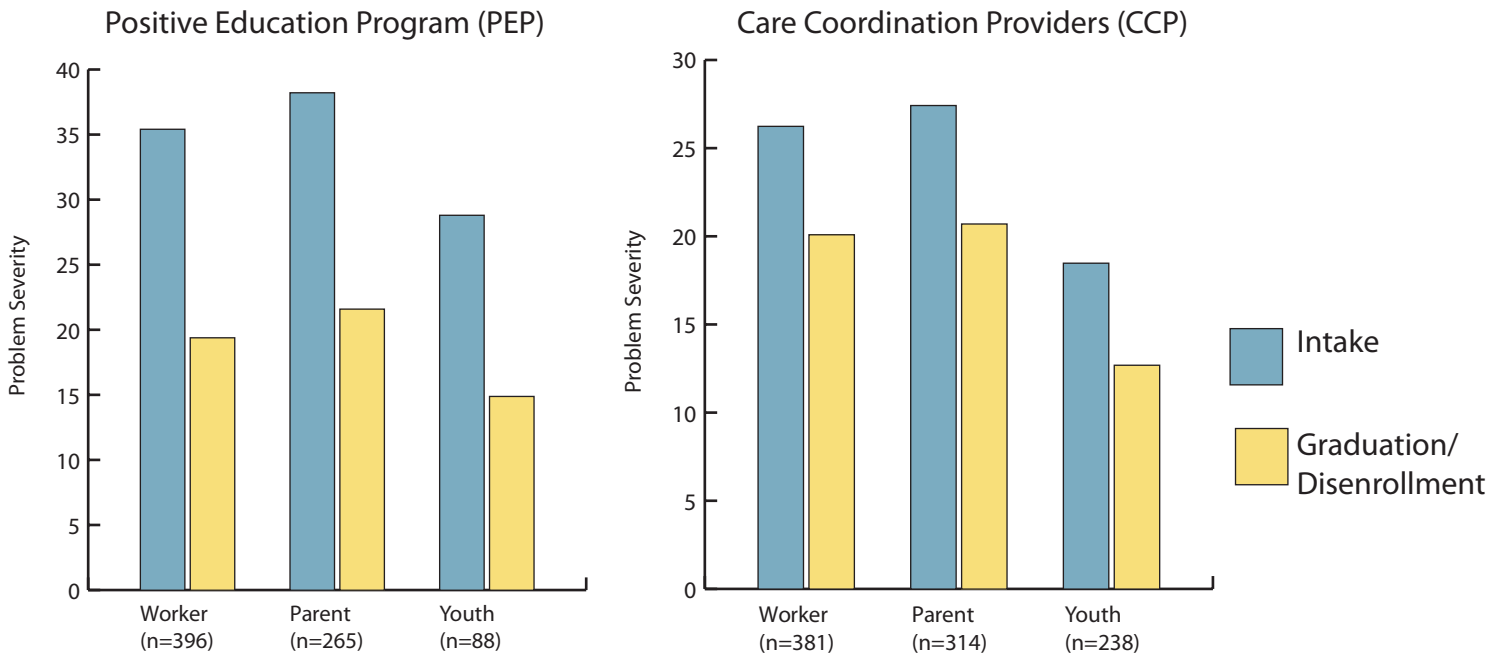
The Ohio Scales allows assessment of the child’s strengths and weaknesses from multiple perspectives. There are three parallel forms of the Ohio Scales completed by the child’s parent or primary caregiver, the youth, and the Care Coordinator who has been working with the family.

For example, all three people are asked identical questions about the severity of the problems the child is experiencing, rated on a six-point scale for frequency during the past 30 days: not at all, once or twice, several times, often, most of the time, or all of the time. The questions are also the same for each person for the 20-item functioning scale, rated using a five-point scale: extreme troubles, quite a few troubles, some troubles, OK, or doing very well.

The following graphs show Tapestry’s ability to have a positive impact in the problem severity and overall functioning for children, according to three important people in the child’s life: his/herself, parent/caregiver, and a caring professional working with the family. Some of the graphs are for Positive Education Program (PEP) and some are for Care Coordination Providers (CCP). PEP was the provider serving children and families under the original SAMHSA grant funding from 2003 through 2009. With generous support from the Cuyahoga County Board of Commissioners, CCP providers were brought on in 2007 so that even more children and families could be served. Both PEP and CCP served children and families using a wraparound service approach.

Problem severity

The portion of the Ohio Scales that measures the severity of the problems a child is facing asks questions to determine how frequently a child argues with others or fights, experiences anger, anxiety, sadness, or feelings of uselessness, or skips school, breaks rules, or other problem indicators.



**Focus on a
Tapestry family**

The Millers

Derrick Miller sits with his teenage twins, Jennah and Joshua, and his youngest son, at a celebration for children and families in the Cuyahoga Tapestry System of Care. A comedienne is entertaining the crowd. The performer makes a snappy remark about dads that causes Jennah to grimace good-naturedly at her father and then double over with laughter. Every member of the family is smiling. It is the kind of interaction—and joyful connection between parent and child—that Derrick says was missing from their lives not long ago.

The family enrolled in Tapestry because the teens were experiencing behavioral issues that Derrick could not handle alone. Joshua and Jennah made progress with the help of their family team, and soon joined the Tapestry Youth Advisory Council.

“Tapestry has helped me understand my children need to live their own life but within set boundaries.”

—Derrick, a Tapestry dad

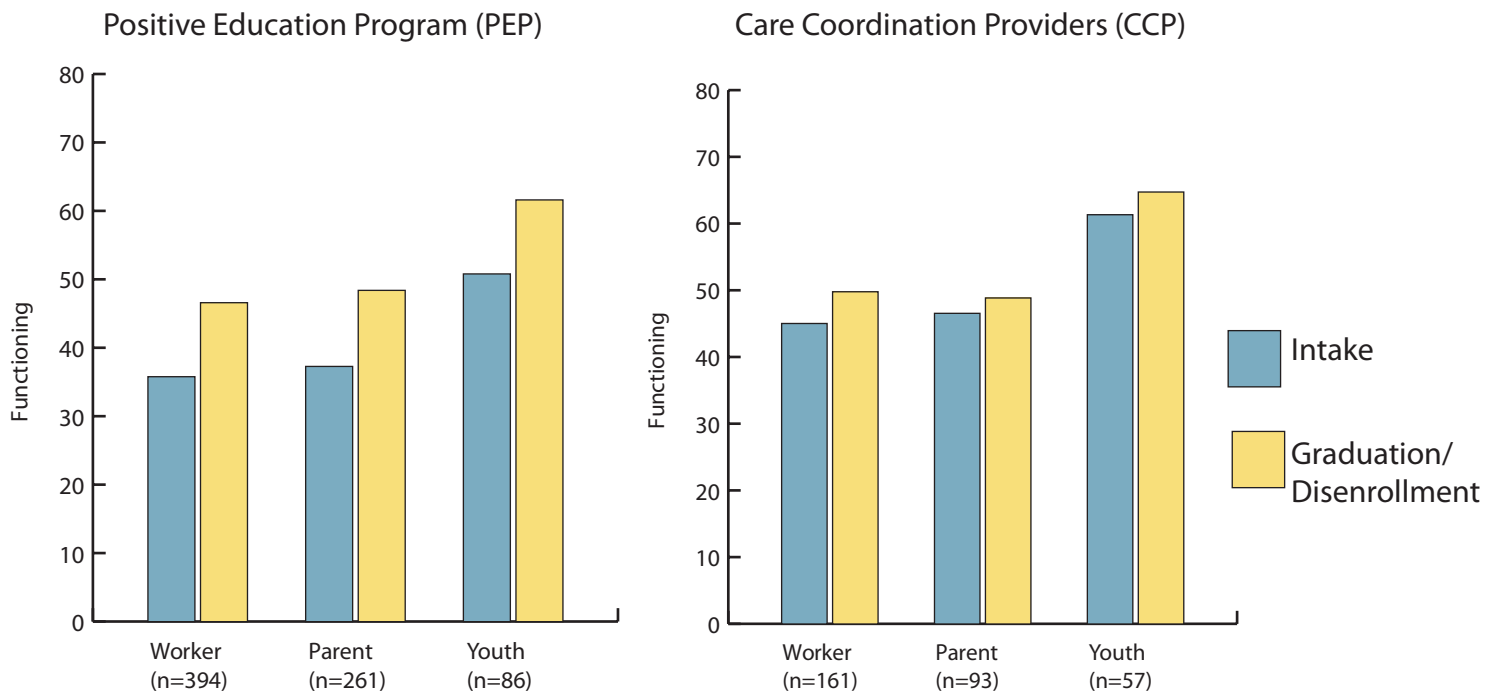
Derrick progressed, too, in a way that surprised him. He says he did not realize how his approach to parenting was hindering his relationship with his children. He worked with a Parent Support Partner who modeled different ways of approaching problems with the twins, and worked to transform both sides of their relationship.

“Tapestry has helped me understand my children need to live their own life but within set boundaries,” says Derrick. He has become an advocate for his family and others through his involvement with Tapestry, and represented our community at a national conference. He has learned new approaches to interacting with and showing how much he cares for his children, and it has changed the way he is raising not just his teenage children, but his youngest son.

As his kids laugh and joke throughout the celebration, Derrick enjoys all the moments.

Functioning

The portion of the Ohio Scales that measures a child's functioning asks questions to determine how much trouble a child has getting along with friends or family, caring for their health needs, controlling their emotions, learning skills, completing tasks, paying attention, accepting responsibility, and other indicators.



Outcome #2

Reduced recidivism in juvenile justice

The juvenile justice system is an area where youth with serious emotional issues are often over-represented. In Cuyahoga County, community leaders have committed to working toward integrating systems in caring for these youth.

Our second major outcome goal is a reduction in recidivism in juvenile justice for youth enrolled in Tapestry, meaning that a child who has graduated from Tapestry will be less likely to relapse into their delinquent behaviors.

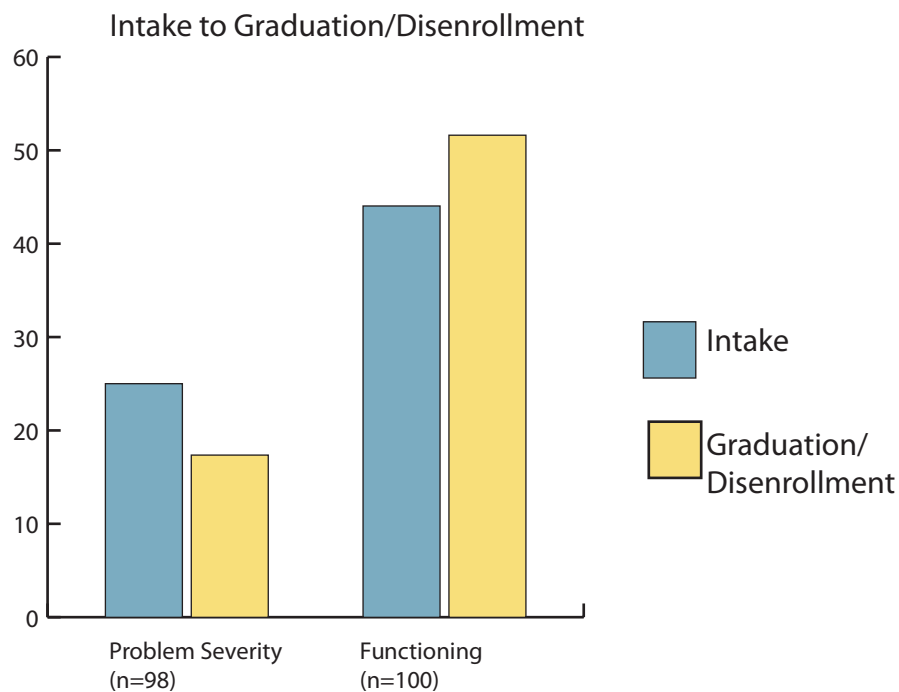
Overall, youth enrolled in Tapestry who have been referred by Juvenile Court have demonstrated significant improvement in functioning as well as a reduction in problem severity. Additionally, the overall recidivism rate for these youth is significant lower than other interventions that have been used historically, as well as what is reported in comparable counties.

The graphs on the next few pages show the impact Tapestry has had on youth including helping keep kids from repeating troubling behaviors that lead to involvement in the juvenile justice system.



Problem Severity and Functioning for youth referred from Juvenile Court

These measurements are based on the Ohio Scales, and are specific to youth who come to Tapestry through the Juvenile Justice system. They indicate the child's problem severity and functioning based on the court worker's report. As we hope to see happen, problem severity goes down while functioning ability goes up.



New court involvement for SOC referred youth with a year or more post-enrollment time elapsed

	N w/12 months or more observation	N from observation group with new court involvement*	% with new court involvement (% recidivating)
Community referrals (PEP)	589	123	21%
Court ACP	71	24	34%
Court DV	192	79	41%
Court MH	7	2	29%
Residential Stepdown	0	n/a	n/a
Village/Bellefaire	38	9	24%
Foster/Kinship	193	42	22%

* New court involvement determined by new incident date occurring post enrollment

An average of 26% recidivism post enrollment for youth referred from Juvenile Court, compared to an approximate 65–70% recidivism for youth served in other programs.

Charge degrees for recidivating youth in the 12 months or more observation group

	Comm. Referrals (372)	Court-ACP (64)	Court-DV (195)	Court-MHC (2)	Bellf./Village (54)	Foster/Kinship (91)
# of charges	%	%	%	%	%	%
Felony 1	1.9	6.3	1.5	0.0	0	0.0
Felony 2	3.5	1.6	3.6	0.0	3.7	4.4
Felony 3	3.8	7.8	4.6	0.0	5.6	1.1
Felony 4	9.4	6.3	4.6	0.0	1.9	2.2
Felony 5	9.1	3.1	5.1	50	35.2	2.2
Felony total	27.7	25.0	19.5	50.0	46.3	9.9
Misd. 1	36.6	35.9	45.6	50	31.5	45.1
Misd. 2	6.2	10.9	8.7	0	13.0	7.7
Misd. 3	0.5	1.6	0.0	0	0.0	0.0
Misd. 4	9.7	14.1	12.8	0	9.3	8.8
M1-M4 total	53.0	62.5	67.2	50.0	53.7	61.5
Minor Misd. Status	5.6	6.3	7.7	0	0.0	5.5
MM/Status total	12.4	4.7	0.0	0	0.0	20.9
Missing	1.3	1.6	4.1	0.0	0	2.2
Total	100.0	100.0	100.0	100	100.0	100.0

Outcome #3

Reduced recidivism in child welfare

Child welfare is another arena where youth with serious emotional issues are often over-represented. Therefore, this too has been a priority area for Tapestry.

“Tapestry is one program willing to start where you are and carry you until you can carry yourself.”

—Linda, a Tapestry grandmother

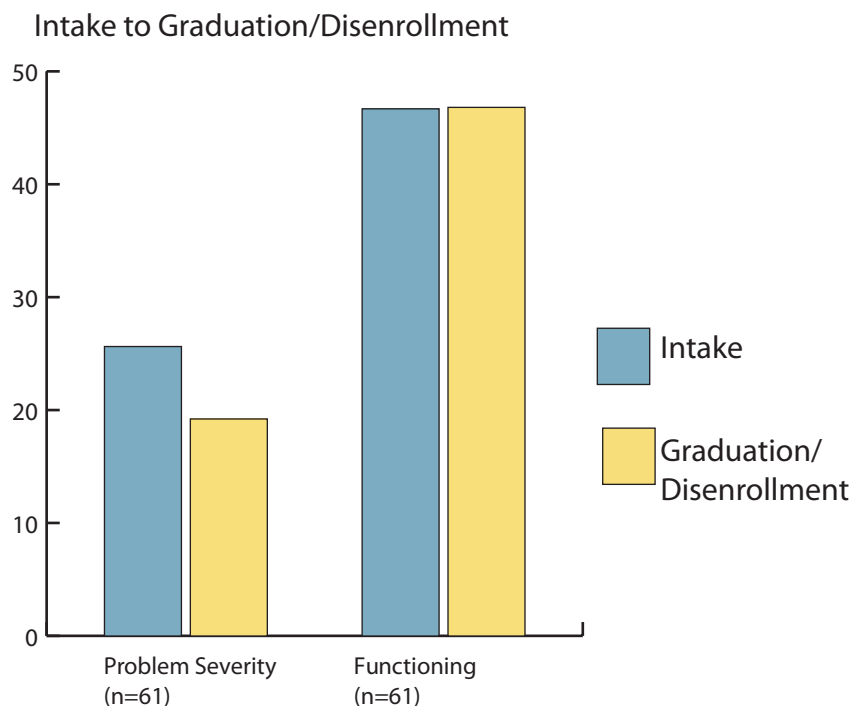
Cuyahoga County has a long history of committing to improve its child welfare practice, beginning with its Family-to-Family initiative in the early 1990s. Building on this rich experience, Tapestry has made it a priority to reduce recidivism in child welfare for enrolled youth.

Overall, youth enrolled in Tapestry who have been referred by the local public child welfare agency, the Cuyahoga County Department of Children and Family Services, have demonstrated significant improvement in functioning as well as a reduction in problem severity. Additionally, the rate of repeat maltreatment was significantly low. Also, when in an out-of-home placement, these youth experience stability in their living arrangement.



Problem Severity and Functioning for youth referred from Child Welfare

These measurement are based on the Ohio Scales, and are specific to youth who come to Tapestry through the Child Welfare system. Additionally, this data includes analysis of comparison data for children enrolled in Tapestry with child welfare data such as repeat maltreatment and placement type and stability.



Children referred from the public child welfare system experience less than four percent repeat maltreatment after graduating or disenrolling from Tapestry, meaning abuse and neglect incidents within the family are much fewer.

97% of the children referred from the public child welfare system remain in their home, or in a stable or less restrictive placement at disenrollment.

Repeat Maltreatment:

	Juvenile Court		Child Welfare		Community	
Any Indicated /Substant. Allegation*	200	34.5%	318	74.6%	164	46.1%
Before enrollment	196	33.8%	318	74.6%	158	44.4%
During enrollment	10	1.7%	13	3.1%	10	2.8%
After disenrollment	3	0.5%	3	0.7%	4	1.1%
Total Youth	580	100%	426	100%	356	100%

*The data in this graph may include multiple counts of children in more than one category. The "Any Indicated/Substant. Allegation" figure represents any child that had an indicated and/or substantiated allegation of abuse or neglect out of the total number of youth referred to Tapestry. The same child may be counted in more than one of the enrollment categories (i.e. before, during or after).

Focus on a Tapestry family



The Garcia Felicianos

Carmen Garcia Feliciano still has the tiny, two-inch photograph of a baby boy with brown eyes and long eyelashes. In 2002, after the baby was found abandoned on the floor of a hospital bathroom just after his birth, this photo circulated to homes and potential adoptive parents for the boy. No one wanted a child with possible health conflicts from a drug-addicted mother. The hospital doctors and social workers predicted that the boy only had days to live. Carmen, a woman who had already raised her family but served as a volunteer for social services, could not stand the thought of the child dying in a placement. When a judge asked her if she would consider adopting him, she said yes.

John, the baby boy with long eyelashes, is now a third grader who loves to 'play school' with his adoptive mother, testing her on the topics he learns in his special-education class each day.

Carmen says that he was healthy and showed no problems until he was about 3 1/2 years old. When he started pre-kindergarten, she says, "something turned him around." He forgot how to color, how to play gently, everything he knew. Shortly after his sixth birthday, a pediatrician recommended that they leave their native Puerto Rico and seek treatment in the United States. Just 16 days after their arrival, John suffered his first major crisis, throwing himself into walls, acting aggressively and losing control. Carmen and her husband, Angel, called an ambulance and John was hospitalized.



Soon after, Carmen was referred to the Cuyahoga Tapestry System of Care, and started to build a team of supporters to help the family and her son, which included a neighbor and her church community. She and John started attending support groups, where he learns how to manage his aggression. Carmen says she has learned that John's behavior is not her fault, that he has a condition that needs education, love, patience and persistence to heal.

"This has helped me to grow with John," Carmen says. "Tapestry made me feel that I wasn't going to be the only one, that I had help."

Child Abuse & Neglect Referrals

Child Abuse & Neglect Referrals:	Juvenile Court		Child Welfare		Community	
	n	%	n	%	n	%
Type of Substantiated/Indicated Allegation						
Emotional only	1	0.5%	0	0%	5	3%
Neglect only	70	35%	81	25.5%	71	43.3%
Physical only	31	15.5%	16	5%	22	13.4%
Sexual Only	20	10%	16	5%	15	9.1%
Emotional & Neglect	6	3%	8	2.5%	6	3.7%
Emotional & Neglect& Physical	2	1%	6	1.9%	3	1.8%
Emotional & Neglect & Sexual	0	0%	3	0.9%	1	0.6%
Emotional & Neglect & Physical & Sexual	6	3%	7	2.2%	1	0.6%
Emotional & Physical	1	0.5%	0	0%	2	1.2%
Emotional & Sexual	0	0%	0	0%	1	0.6%
Emotional & Physical & Sexual	2	1%	2	0.6%	0	0%
Neglect & Physical	34	17%	78	24.5%	19	11.6%
Neglect & Sexual	11	5.5%	46	14.5%	4	2.4%
Neglect & Physical & Sexual	10	5%	40	12.6%	8	4.9%
Physical & Sexual	5	2.5%	15	4.7%	6	3.7%
Neglect & Physical & Multiple	1	0.5%	0	0%	0	0%
Any Substantiated/Indicated Allegation	200	100%	318	100%	164	100%
Total Youth	580		426		356	



Out-of-Home Placements

Out-of-Home Placement for Children with Placements during Tapestry enrollment:

	Juvenile Court		Child Welfare		Community	
	First*	Last*	First	Last	First	Last
Adoptive Home	0	1	1	14	0	2
Approved Relative	0	1	19	14	5	4
Approved Non-relative	0	0	1	0	2	0
DCFS Foster Home	1	0	9	9	6	2
Network Foster Home	6	7	141	143	4	5
Independent Living	0	3	7	9	0	0
Group Home	1	1	6	8	0	0
CRC	14	10	91	72	4	0
Hospital	1	0	1	0	0	0
Detention Facility	6	2	0	2	1	2
Total Youth with Placements	29	25	276	271	22	15

*"First" and "Last" refer to the first and last of a child's placements. A child might have had several different placements, or might have just had one.

Out-of-Home Placements (as known to the Department of Children and Family Services):

	Juvenile Court		Child Welfare		Community	
	Frequency	%	Frequency	%	Frequency	%
Decreased Restrictiveness	14	73.6%	53	34.1%	4	44.4%
Stayed same	2	10.5%	70	45.1%	2	22.2%
Increased Restrictiveness	3	15.7%	32	20.6%	3	33.3%
Total	19	100%	155	100%	9	100%



Outcome #4

Increased effectiveness and efficiency

Improving the effectiveness and efficiency of the system that serves children and youth with serious emotional issues is a lofty yet critical goal. Cuyahoga County's system of care has made strides towards this goal, summarized below:

- Increased capacity for data tracking and analysis, as well as data sharing
- Increased capacity for system responsiveness to the evolving needs of our community
- Increased capacity for positive outcomes for children and families
- Increased capacity to access mental health assessment and intervention for youth in the juvenile justice arena
- Increased capacity for optimizing prevention of deeper system involvement
- Increased capacity for flexible, wrap support for children and families

“Becoming part of the Tapestry family changed my family, with all their caring workers. I will be forever be grateful for their hard work and dedication, which made it possible for me to regroup and regain my self confidence.”

—Barbara, a Tapestry mom

One particular system improvement is the implementation of the Provider Services Network (PSN), the vehicle used for managing wrap services and thus increasing our community's capacity for flexible supports for children and their families. The PSN provides leverage for resources which are often not covered by Medicaid and/or other more categorical funding sources. Following is an account of the fiscal history of Tapestry including the significant local resources and increased capacity developed during the six year grant period.

2003 – 2009 Fiscal Summary

Cuyahoga Tapestry System of Care has been possible through venture capital provided by the Substance Abuse & Mental Health Services Association (SAMHSA) and sustained through local Health & Human Service Levy funding. The chart below provides a financial summary for Tapestry including both revenue and expenditures over the course of the six year grant period.

Combined Local and Federal Program

Revenue:

Federal Grant - Substance Abuse & Mental Health Services Association (SAMHSA)	\$ 9,600,00	27.50%
Local Health & Human Services Levy	\$23,430,226	67.11%
Miscellaneous Income	\$ 71,903	0.21%
In-Kind Match Support	\$ 1,812,340	5.19%
Total Revenue:	\$ 34,914,469	100.00%

Expenditures:

Personnel Cost	\$ 2,423,190	6.94%
Fringe Benefits	\$ 776,048	2.22%
Contractual/Behavioral Health Services	\$ 28,691,369	82.18%
Equipment	\$ 176,956	0.51%
Other Operating Expenses	\$ 1,034,566	2.96%
In-Kind Expenditures	\$ 1,812,340	5.19%
Total Expenditures	\$ 34,914,469	100.00%

The following information illustrates the capacity for flexible wraparound supports that has been developed by Tapestry, and their impact on the various child serving systems. These wraparound supports help children and families in meeting their Plan of Care goals. Examples of wrap supports include mentoring, respite, recreational activities, camp programs, and transportation assistance.

Average monthly cost per child in the Provider Services Network (PSN)

All	Juvenile Court	Child Welfare	Community
\$354	DV- \$473	Foster care- \$500	\$147
	ACP- \$430	Res. Step down- \$193	
	MH court- \$718	Bellefaire/Village- \$121	
	YFCP- \$211		

We've arrived

In so many ways, it is now second nature for our systems, agencies, neighborhoods, parents and youth people to work together on behalf of children. Family voice and choice is expected and encouraged.

Research shows that children and youth with emotional difficulties make big improvements at home, at school and in their community when they have the coordinated, community-based services and supports provided by a System of Care. Tapestry provides the kind of care that has proven most likely to help young people and families have lifelong success. What began as an innovative new project to meet the complicated behavioral needs of children and families is increasingly becoming an established way of doing business.

Continue commitment to move from start-up to stable state

We will stay focused on sustainability through strategic and targeted efforts to promote excellence in service delivery as well as foster efforts to build the capacity of our community's system of care.

Increase our shared commitment to a system of care

We will keep fostering a shared sense of ownership of and commitment to our community's system of care by working closely with families, youth, agencies, public system partners, elected officials, and funders. We want to learn from what went well and what was challenging during our beginning years, and leverage this experience to inform and sustain our efforts in the future.

Continue our commitment to being outcome driven with an increased focus on Continuous Quality Improvement (CQI) processes

We will keep evaluating how families are doing, and make appropriate changes to services and supports. We will keep working to get better and better in how we work with families, and help our partners make progress in the priority to serve families from a community-based, family-centered perspective.

Increase commitment towards local, state and national shared learning

We will continue partnering with other system of care sites in Ohio and the country, to share accomplishments and lessons learned, and nurture a learning community which supports community-based, family-centered practice.

We thank our supporters through our "learning" years, and invite you to be a part of our strategic direction in 2010 and beyond.



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