



Plumas County Family Strengthening Coalition 2021-2023 Action Plan

Acknowledgements

This Action Plan is a result of the combined efforts of countless individuals, organizations, and county service providers.

While **First 5 Plumas** provided organizational leadership and the funding to support the development of this plan, additional organizational leaders contributed to this plan by participating in county-wide convenings and attending group meetings to put this plan together. The combined commitment of time and ideas from each of these groups is sincerely acknowledged and appreciated.

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Social Entrepreneurs, Inc., a company dedicated to improving the lives of people by helping organizations realize their potential, provided support in the development of this plan.

Executive Summary

The Plumas County Family Strengthening Coalition (FSC, herein referred to as “Coalition”) is a collective of various service providers that support families throughout Plumas County. It has been developed to achieve the following vision:


*Plumas County support systems are **responsive** to community needs, **collaborate** to improve access, and work **in partnership** with families to improve outcomes.*

The Coalition has established a plan to address systems improvement efforts aimed at achieving the following goals:




Improved Access to Services

Families and providers are often unaware of what services and resources are available in Plumas County and how to access these support services.



Improved Coordination of Care

There is not an existing mechanism for providers to collaborate, coordinate care, share information, and leverage resources.



Increase Service Sufficiency

Families have a complex set of needs, and there are not enough services or providers to meet these needs in Plumas County.

To accomplish these goals, five strategies have been developed which address multiple goals and include:

Strategies	<i>Improved Access</i>	<i>Improved Coordination</i>	<i>Increased Services</i>
Develop a shared approach to helping get people connected to the care needed. (referral and service navigation)	●	●	
Establish communication efforts to increase knowledge of community resources.	●	●	
Enhance data collection efforts and use that data to drive decision making.		●	
Prioritize the expansion of specific services and work collaboratively to leverage corresponding funding.	●	●	●
Explore expansion of home visiting services throughout Plumas County.	●		●

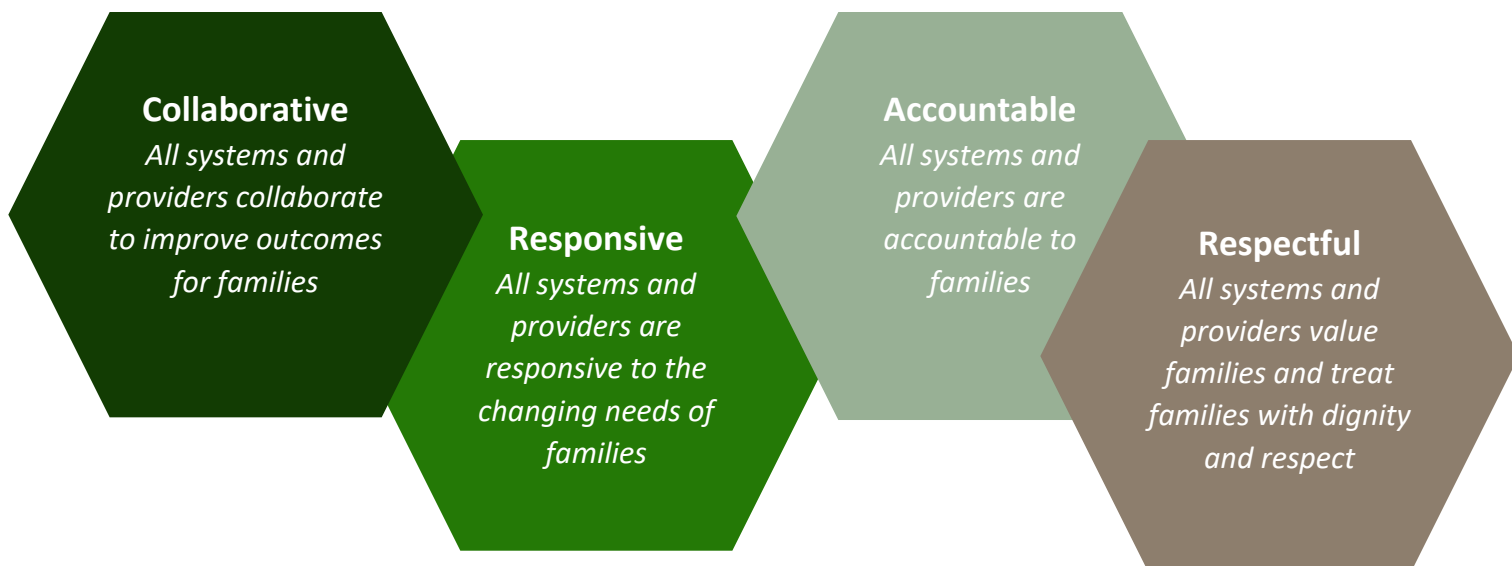
In order to implement these system improvement strategies, the Coalition established an accountability structure that will be used to monitor efforts and make adjustments based on changes in the environment.

Background and Introduction

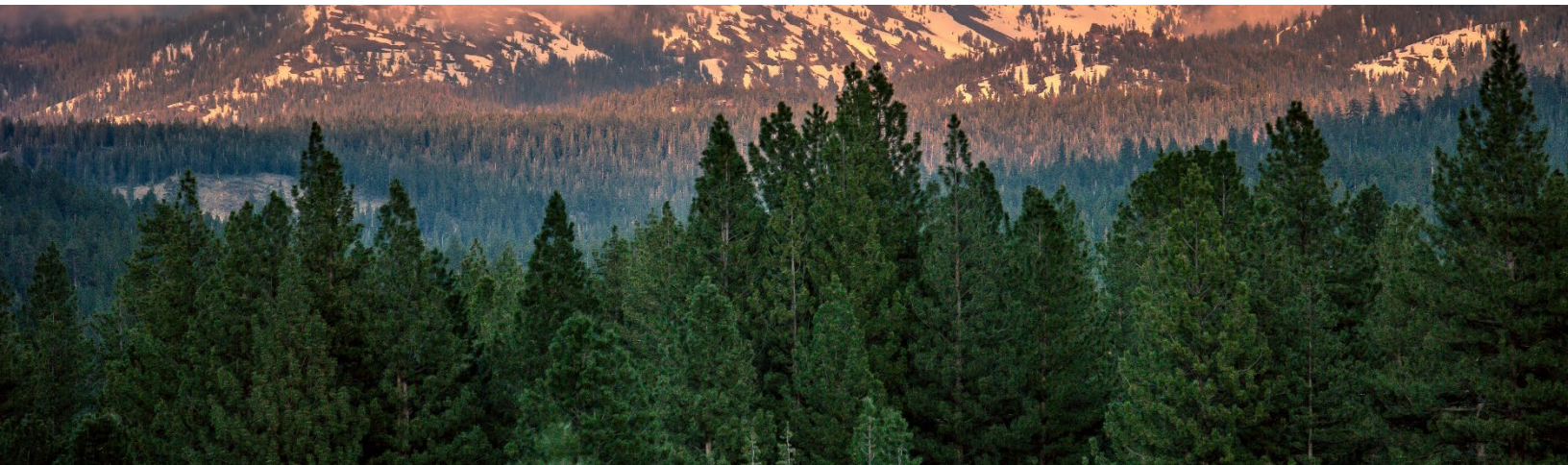
The Plumas County Family Strengthening Coalition (FSC, herein referred to as “Coalition”) is a collective of various service providers that support families throughout Plumas County. The Coalition was established in October 2020 in response to the First 5 California (First 5 CA) State Commission’s approval up to \$24 million in funding for five years through Fiscal Year 2024–2025 to help counties create a sustainable, unified system that supports families with the home visiting services they need and maximize available funding to serve more families.

The FSC, in conjunction with community stakeholders established a unifying vision and guiding principles to guide its decisions and efforts.

*Plumas County support systems are **responsive** to community needs, **collaborate** to improve access, and work **in partnership** with families to improve outcomes.*



The Coalition conducted an environmental scan to assess the concentration of risk, quality, and capacity of existing family support services, with a special emphasis on home visiting. This information was used by the Coalition to identify opportunities to expand or improve services for families and young children in Plumas County. The following action plan was developed to support the implementation of these opportunities for the next five years.



The Coalition has identified three areas for system improvement:

Plumas County FSC Priorities



Improved Access to Services

Families and providers are often unaware of what services and resources are available in Plumas County and how to access these support services.



Improved Coordination of Care

There is not an existing mechanism for providers to collaborate, coordinate care, share information, and leverage resources.



Increase Service Sufficiency

Families have a complex set of needs, and there are not enough services or providers to meet these needs in Plumas County.

In addition to these priority areas, the Coalition recognizes alignment with the statewide CalAIM initiative and will work to leverage funding and resources that may become available through the implementation of CalAIM in the coming years. Information about CalAIM is provided in [Appendix A](#). The Coalition established five strategies which serve to address multiple system improvement goals. Each strategy is organized as either short-term: urgent, to be addressed within the next 1-2 years and mid-term: important but not urgent, to be completed within 3-5 years.




Strategy	
Short -Term	Develop a shared approach to helping get people connected to the care needed. (Referral and service navigation)
	Establish communication efforts to increase knowledge of community resources.
Mid-Term	Enhance data collection efforts and use that data to drive decision making.
	Prioritize the expansion of specific services and work collaboratively to leverage corresponding funding. (Priorities include transportation, healthcare services, affordable housing, childcare, and support services for individuals with special needs)
	Consider expansion of home visiting services throughout Plumas County.

While three of the five system strengthening strategies are not set to occur for two years, the Coalition recognizes that some progress may be able to be made on these strategies as opportunities arise. As such, the Coalition has committed to tracking the progress of each system improvement strategy on a monthly basis and will revise the action plan should it be possible to address a strategy earlier than planned.

Action Plan

The Coalition has established an Action Plan that will serve to guide its efforts to achieve its strategies to address these systems issues over the next five years. Strategies were categorized according to the timeframe in which these activities will take place. Icons are used to demonstrate which priority issues are addressed by each strategy. Where alignment occurs with CalAIM, the Department of Health Care Services logo also appears.

Short-Term System Improvement Efforts

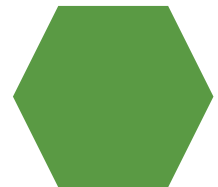
Strategy: <i>Develop a shared approach to helping get people connected to the care needed. (Referral and service navigation)</i>			
Families and providers in Plumas County often lack awareness of resources and supports available, and existing efforts to coordinate services for families are insufficient, often leaving families on their own to learn how to navigate the service system. As such, the Coalition seeks to develop a seamless referral and service navigation system to increase access to services and coordination of care.			
Actions	Responsibilities	Timeline	
Understand: Conduct in-person meeting with all partner agencies to document every stage of service delivery (outreach, enrollment, service, referrals, data collection and program exit efforts) as well as agency expansion priorities.	SEI, Coalition Team Members/Agencies	October 2021	
Document: Map service delivery process and identify various entry points and service navigators throughout the community.	SEI	November 2021	
Create: Create a master referral form in which families can be referred to all partner agencies with ease. Also establish a warm hand-off approach for families who are referred to partner agencies. <i>(referral process may be integrated into Coalition website)</i>	SEI, with review by Coalition Members and Referral Agencies	December 2021	
Implement: Implement new referral and service navigation support system.	Coalition Members and Referral Agencies	January 2022	
Expand: Seek opportunities to establish a multidisciplinary case conferencing mechanism once the referral and service navigation support system is implemented.	SEI, Coalition Team Members/Agencies	April 2022	
Refine: Review new referral and service navigation implementation efforts regularly and make any adjustment needed.	Monthly (during Coalition Team Meetings) following implementation	February 2022	

Strategy: Establish communication efforts to increase knowledge of community resources



Families and providers in Plumas County do not have a mechanism where communication about community resources is collaboratively developed and distributed. As such, the Coalition seeks to establish a series of coordinated communication efforts to increase knowledge of community resource for both providers and families.

Actions	Responsibilities	Timeline
<p>Leverage: Gather information about existing communication channels throughout the service delivery system and identify how those efforts can be leveraged to distribute information about community resources.</p>	SEI, Coalition Team Members/Agencies	January 2022
<p>Develop: Establish a Family Services website that hosts information about community resources, offers providers the opportunity to refer to one another, and serves as a hub for communications and data.</p>	SEI, with review by Coalition Members	March 2022
<p>Create: Develop outreach materials that can be used throughout various communication channels.</p>	SEI, with review by Coalition Members	April 2022
<p>Implement: Launch website and distribute outreach materials through Coalition partners.</p>	SEI	May 2022
<p>Refine: Review communication efforts regularly and make any adjustment needed.</p>	Monthly (during Coalition Team Meetings) following implementation	June 2022



Mid-Term System Improvement Efforts

The following strategies are slated to occur sometime in the mid-term of this action plan timeframe. As such, details regarding responsible parties and timeline will be completed after the achievement of the short-term strategies have been realized.

Strategy: *Enhance data collection efforts and use that data to drive decision making.*



Providers in Plumas County do not have a unified mechanism to collect, analyze, and utilize data to improve services for families. As such, the Coalition seeks to enhance the data collection efforts and create a process by which data can drive system improvement efforts.

Actions

Leverage: Analyze the information collected in action 1.1 to determine what data is currently available to inform shared outcomes measurement.

Identify: Conduct in-person meeting to review analysis and to identify shared indicators across services and existing data repository systems.

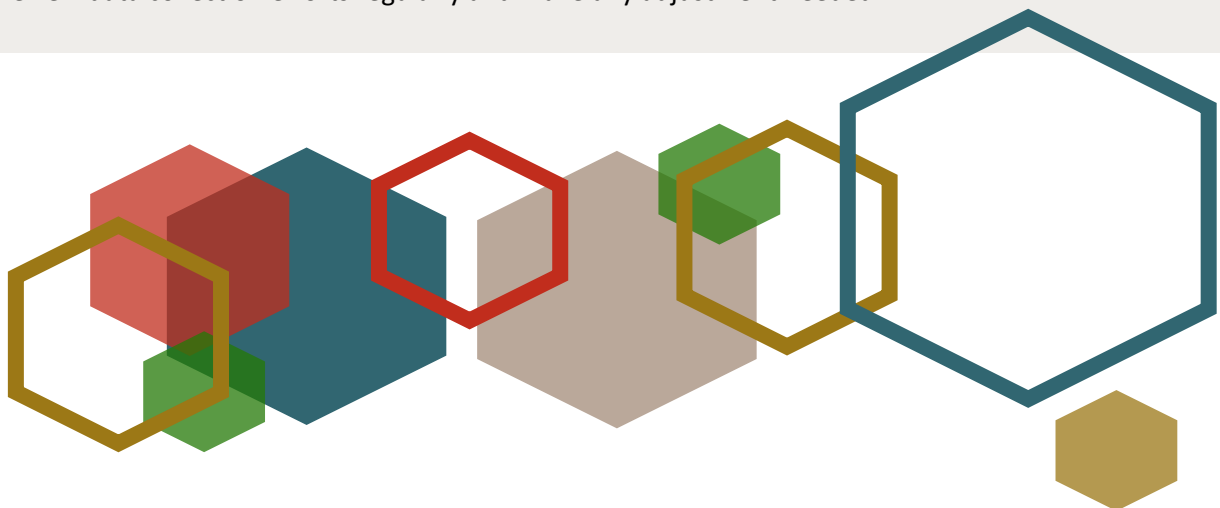
Create: Create additional data collection efforts to fill gaps necessary for shared measurement. Also, utilize existing system or establish a new repository for data collection efforts.

Implement: Implement data collection efforts.

Activate: Coalition will use data and document action taken to address ongoing system improvements. Explore opportunities to use data as a mechanism to tell the story of the family service system in Plumas County.

Report: Tell the story of family service systems in Plumas County through an annual report card based on data collected.

Refine: Review data collection efforts regularly and make any adjustment needed.



Strategy: *Prioritize the expansion of specific services and work collaboratively to leverage the corresponding funding.*



There are not sufficient resources to meet the current and growing needs of families in Plumas County. As such, the Coalition will collaboratively prioritize the expansion of services specific to transportation, healthcare services, affordable housing, childcare, and support services for individuals with special needs.

Actions

Understand: Research funding opportunities associated with service expansion priorities and Coalition partner expansion priorities.

Publish: Establish a monthly grants bulletin and distribute to Coalition partners.

Connect: Coalition partners will collaborate to submit joint funding applications. Backbone agency also serves as a mechanism for letters of support, grant submission, etc.

Track: Track and refine fund development efforts.

Strategy: *Consider expansion of home visiting services throughout Plumas County.*



Providers in Plumas County recognize home visiting services have the potential to meet a variety of needs for families in a manner that is responsive and addresses barriers that can prevent access to care. As such, the Coalition will explore opportunities to expand existing home services to serve more families in Plumas County.

Actions

Responsibilities

Timeline

Assess: Research and document what types of home visiting models could be implemented and the degree to which the model could be implemented in Plumas County.

Research: Research funding opportunities associated with home visiting programs.

Identify: Identify home visiting services that are a good fit for Plumas County families.

Apply: Submit funding application for selected home visiting models.

Implement: Implement expanded home visiting efforts.

Evaluate: Collect data to explore the extent that expanded home visiting services are supporting families.

Accountability Structure

The Coalition recognizes the implementation of this action plan will require an ongoing commitment to expand and sustain the Family Strengthening Coalition. Therefore, as part of the Action Planning process the Coalition established an accountability structure that will ensure the work of the Coalition and positions the Coalition to serve as the driving mechanism for system improvement in Plumas County.

Roles & Responsibilities

Backbone Organization

A defining feature of a collaborative initiative is the presence of a **backbone organization**. First 5 Plumas was the backbone organization responsible for originally establishing the Coalition as well as supporting the development of the plan contained herein.

“The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails. The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly.”¹

First 5 Plumas will continue to function in the role of the backbone organization through 2023, with the expectation that an alternative entity will take over that role in 2023 and beyond. First 5 Plumas will work in conjunction with the Coalition to identify the best option for backbone support for the future.

The backbone organization will facilitate dialogue between partners, provide direct support for the Coalition as needed, and generally help to coordinate the actions across efforts. Specific activities the backbone organization will provide include:

- ✓ Coordinates, facilitates and documents regular meetings held with the Coalition
- ✓ Manages communication efforts on behalf of the Coalition
- ✓ Incubates collaboration with new/expanding partners and key champions
- ✓ Ensures alignment amongst the partners and sharing of cross-sector data and information
- ✓ Ensures equity is kept at the center of strategies and action
- ✓ Tracks implementation activities and prepares an annual progress report
- ✓ Cultivates community relations, builds awareness and advances policy

¹ Retrieved on June 16, 2021 from the white paper “Backbone Organizations in Collective Impact” available at https://www.napequity.org/nape-content/uploads/NSF_backbone-memo_FINAL_03-02-17_kjf.pdf

Coalition

The Coalition consists of cross-sector leaders, decision makers and service providers who provide strategic direction, champion the Coalition’s efforts and align their own organization’s work to the collaborative plan of action. The Coalition is made up from representatives of the following agencies and will continue to meet throughout plan implementation to monitor activity and to modify the approach to goal achievement when necessary.

- | | |
|---|---|
| → First 5 Plumas | → Plumas Early Head Start |
| → Sierra Cascade Family Opportunities | → First 5 Plumas Home Visiting |
| → Plumas Crisis Intervention and Resource Center | → Roundhouse Council Home Visiting |
| → Plumas County Department of Social Services | → Plumas Rural Services |
| → Family First Home Visiting | → Plumas Local Childcare Planning Council |
| → Plumas County Unified School District Home Visiting | → Plumas County Public Health |

The Coalition will meet on a regular basis and provide support and advocacy for action plan implementation. They will also serve as community ambassadors and work throughout their own networks to advance efforts. Specific activities of the Coalition include:

- ✓ Sustains and advocates for the system improvement strategies established by the Coalition
- ✓ Provides leadership and continued guidance for action plan implementation
- ✓ Monitors progress towards goal achievement
- ✓ Monitors the environment (local, regional, and national efforts and trends related to the work)
- ✓ Reviews, agrees to, and accelerates the strategies and actions of the Coalition

Communication & Evaluation

Communication Efforts

Regular communication will occur between the backbone organization and Coalition members through email, phone calls, and virtual or face-to-face meetings/convenings. The backbone organization will lead communication efforts, although Coalition members may at times communicate between one another.

Regular meetings will ensure that there is a common vocabulary, shared focus and commitment to the collaborative plan of action, and cross-sector coordination. As such, the Coalition will meet monthly, of which four meetings will occur in person at the beginning of each quarter.

Updating the Plan

Updates to the action plan will be made annually in the third quarter of every year, led by the Coalition and facilitated by the backbone organization.

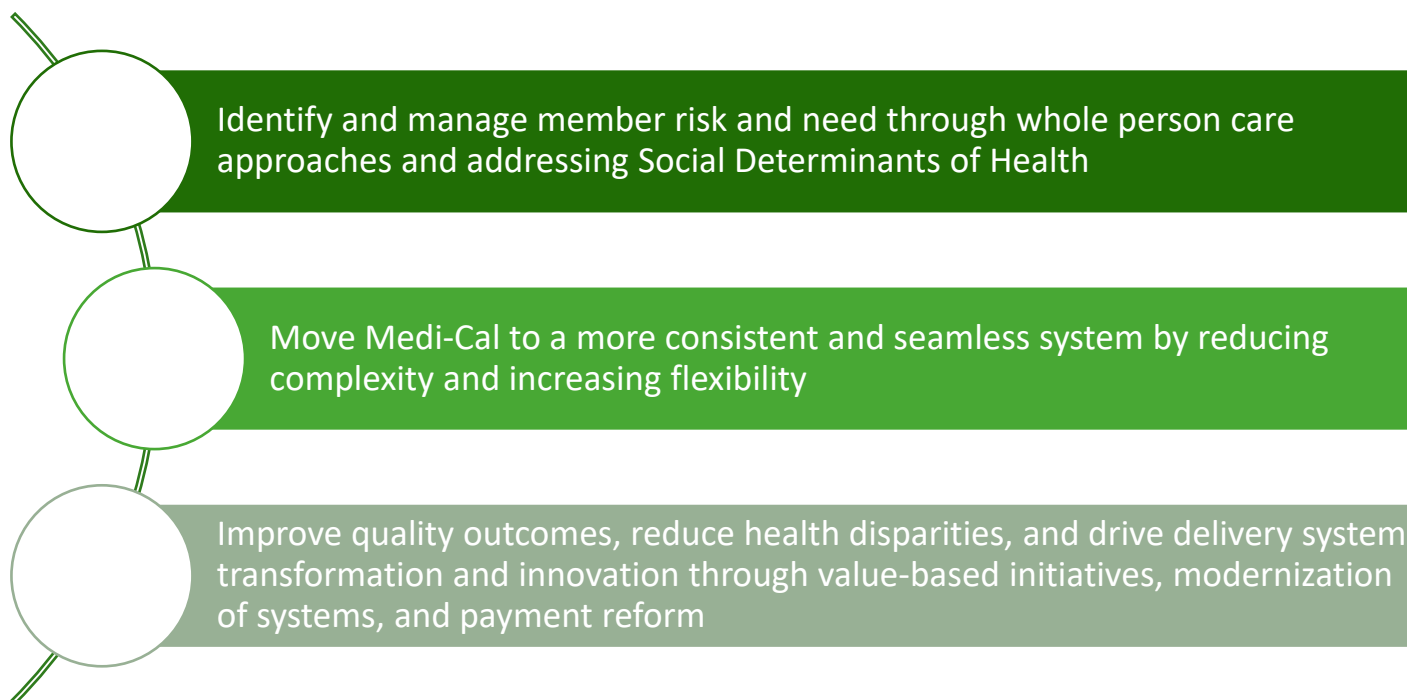
Appendix A: California Advancing & Innovating Medi-Cal Overview



California Advancing and Innovating Medi-Cal (CalAIM) is a statewide initiative that seeks to leverage the state's Medicaid system to help address many of the complex challenges facing California's most vulnerable residents, such as **homelessness, behavioral health care access, children with complex medical conditions**, the growing number of **justice-involved populations** who have significant clinical needs, and the growing **aging population**.²

In addition to increasing access to clinical services, CalAIM will incorporate non-clinical interventions focused on a whole-person care approach via Medi-Cal that targets **social determinants of health** and **reduces health disparities and inequities**.

CalAIM Primary Goals



CalAIM implementation was originally scheduled to begin in January 2021, but was delayed due the impact of the COVID-19 public health emergency. As a result, CalAIM implementation will being on **January 1, 2022**.

² California Department of Health Care Services (2021). California Advancing and Innovating Medi-Cal Proposal. <https://www.dhcs.ca.gov/provgovpart/Pages/CalAIM.aspx>