

THE CRADLE



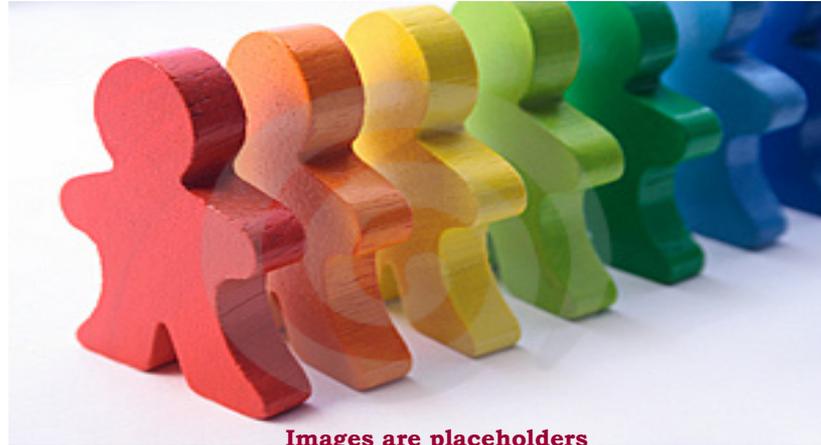
Safety • Wellbeing • Permanency

**A Holistic Approach to
Safe and Healthy Families in Bedford Stuyvesant**

We believe infants need nurturing care, developmental opportunities and the support of both their immediate and extended families. At CRADLE we work with our community partners everyday to ensure this becomes a constant reality, supported by coordinated system of care, within Bedford-Stuyvesant community.



Safety – Permanency – Well Being



Images are placeholders

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OVERVIEW

The Department of Health and Human Services (DHHS) recognized that opportunities for improvement exist in most State child welfare agencies in terms of ensuring children's safety, finding them permanent homes, and promoting their well-being. It identified nine disenfranchised communities across the country to build home-and community-based Systems of Care that will ultimately improve outcomes for children, youth, and families at risk of child maltreatment. Bedford-Stuyvesant was targeted to demonstrate this systemic change in providing services to infants and their families.

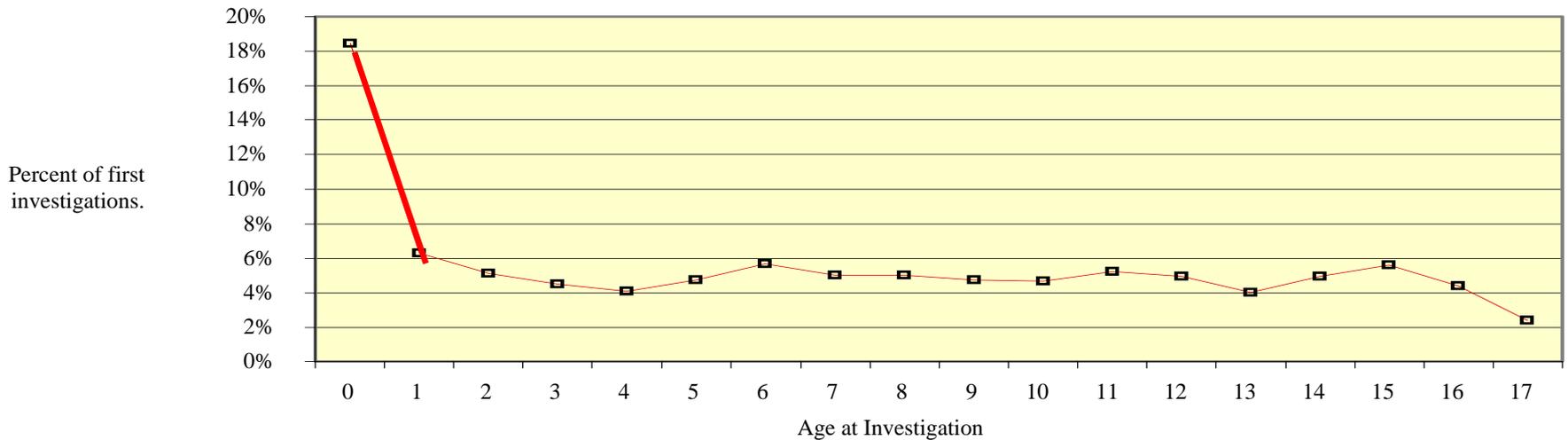
In 2003, CRADLE was born in Bedford Stuyvesant to establish this system of care – a collaboration between community partners, child welfare, and families. CRADLE recognized the need to address the various elements impacting infant welfare and embarked on a holistic approach to minimizing infant maltreatment. Within the first few years, CRADLE has become a necessary change agent for building the infrastructure necessary to facilitate service coordination that will improve the safety, permanency and well-being outcomes for children, with a special focus on infants. However, this is only the first step in a long journey toward minimizing the disparities between Bedford Stuyvesant and communities across the nation.

The CRADLE has laid the foundation for a coordinated system of care that will result in a community in which all families are empowered with the resources needed to ensure infant health, safety and well-being. As a facilitator of community education and partnerships, we are the organization leading the way toward individualized care and service. No other organization within our community has the unique perspective and ability to create inter- and intra-agency collaboration at multiple levels within the child welfare community.

Success, thus far, has stemmed from a stringent focus on coalition building. This approach has served us well allowing significant accomplishments in a short time, yet there is still work to be done. We will now shift our focus to closely working with network champions to sustain most relevant and impactful elements of system of care.

A CRITICAL NEED

- Across the country, the state of child welfare is in peril within disenfranchised communities.
- High levels of unemployment, teen pregnancy, child abuse, AIDS, serious crime and other problems are far worse in the Bedford-Stuyvesant community than any other around the country.
- These realities create unstable and unsafe environments for children, specifically infant health and well-being.
- In our community, infants are most vulnerable to maltreatment – with as many as 18% involved in Child Services investigations by the age of 1.



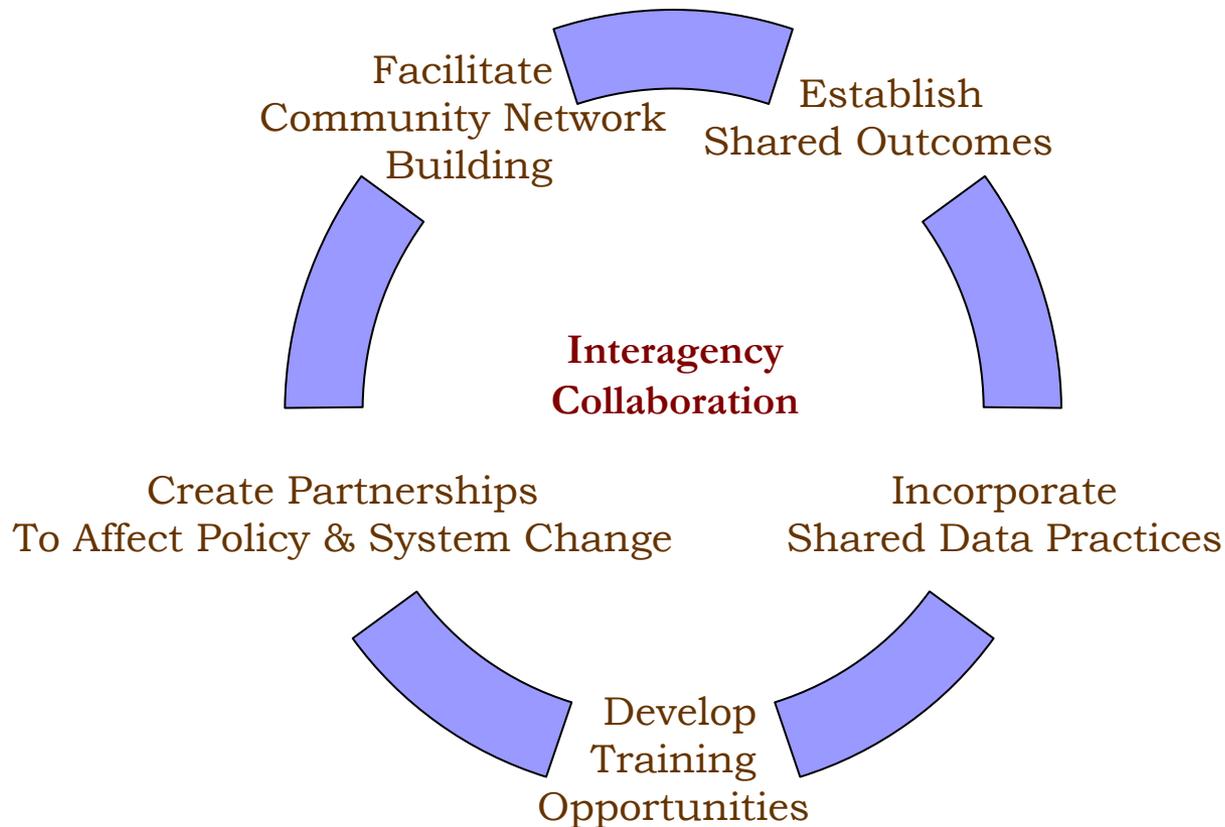
CRITICAL NEED (cont'd)

- Infant neglect and maltreatment is influenced by many factors, including substance abuse, domestic violence and mental health issues, as well as the socio-economic status before, during and after pregnancy.
- *Include language on substance abuse and neglect connection*

	2000-01	2001-02	2002-03	2003-04
Abuse and Neglect	3.6%	7.1%	4.0%	4.2%
Abuse Only	0.0%	0.0%	0.0%	0.0%
Neglect Only	26.4%	28.3%	20.0%	29.5%
Neglect plus Other	4.5%	1.0%	5.3%	1.1%
Substance Abuse & Neglect	37.3%	44.4%	40.0%	42.1%
Substance Abuse Only	21.8%	15.2%	21.3%	18.9%
Other	6.4%	4.0%	9.3%	4.2%

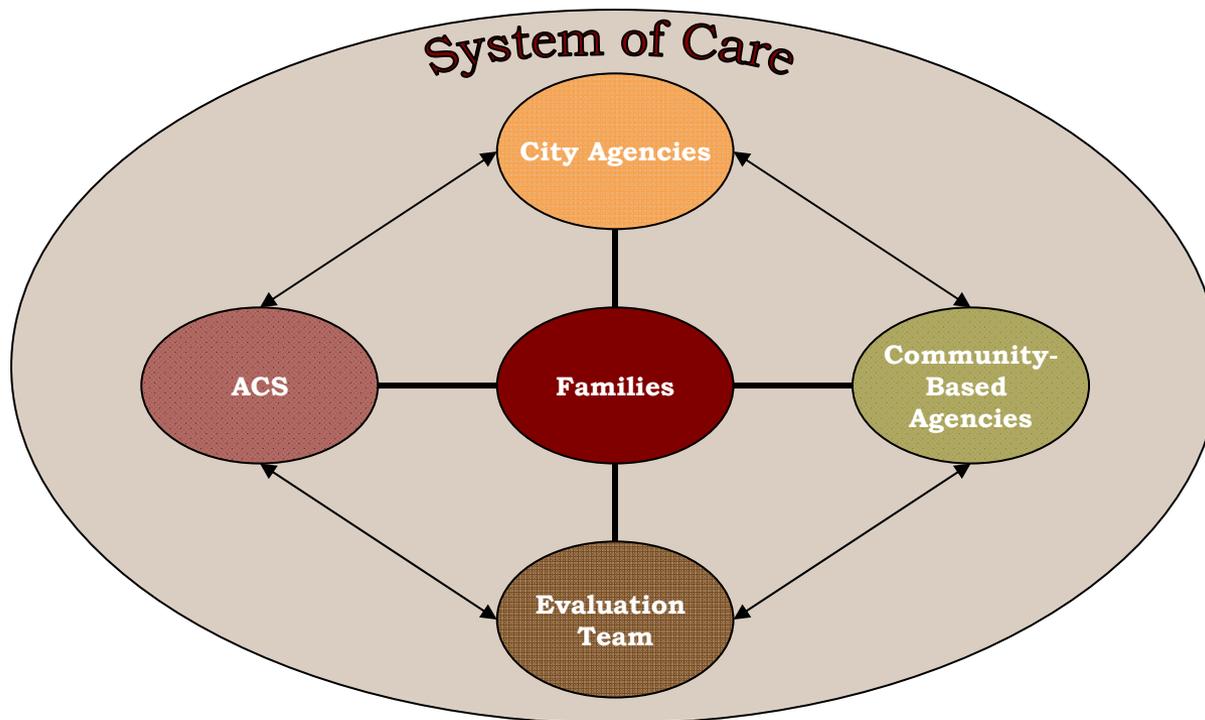
A SYSTEMATIC APPROACH

- Studies show the causes of child abuse and neglect are complex, yet it is possible to make a difference through a comprehensive preventative strategy. CRADLE builds a collaboration of members throughout the community working together in myriad ways to create strategies to prevent child maltreatment and ensure the health and safety of children and families.



UNIQUE APPROACH

- CRADLE takes a holistic approach to tackling the epidemic of infant maltreatment in Bedford-Stuyvesant. CRADLE works to create **a collaborative network** encouraging **interactive involvement between families and community based service organizations**. The goal of this work is to provide **individualized service** which is **tailored to** the unique **social and cultural needs** of families, children and infants.
- No other organization within our community can bring the unique perspective of and resources from the community and child welfare to the table.



AREAS OF FOCUS AND ACTIVITIES

CRADLE has embarked on and engaged in a number of activities in five main areas of focus to ensure partners are educated, work in close collaboration and accountable for outcomes.

Build Inter/Intra - Agency Partnerships

- Community Partnership Initiative
- CRADLE/SPA Network Integration
- Babies Can't Wait Initiative
- Office of Clinical Policy
- Office of Advocacy

Engage Local Families

- CWOP Partnership
- Bed-Stuy Activists Committee
- DOHMH/Consumer Advisory Committee
- Faith-Based/Male Involvement Initiative

Enhance Child Protective Staff Practice

- Child Protective Office Involvement

Provide Trainings and Resources

- Training Institute
- Cultural Competency Initiative
- Social Marketing Campaign

Service Coordination

- Infant Protocol

OUR IMPACT

CRADLE achieved significant accomplishments in a short time, yet there is still work to be done.

Build Interagency Partnerships

- Created a collaborative interagency network
- Built sustainable relationships with and between community partners

Engage Local Families

- Empowered the community to be engaged in decision making process
- Increased community awareness of available resources
- Created mechanisms for on-going dialogue between community members and ACS

Enhance Child Protective Staff Practice

- Increased awareness of existing community-based resources
- Produced protocols to address current issues and establish preventive measures
- Created mechanisms for on-going dialogue between community members and child protective staff
- Established process of data sharing and dialogue

Provide Trainings and Resources

- Created awareness of child welfare and other related issues
- Provided tools and strategies to create healthy families

ACTION PLAN: Roadmap for the Future

PLANNING FOR THE FUTURE

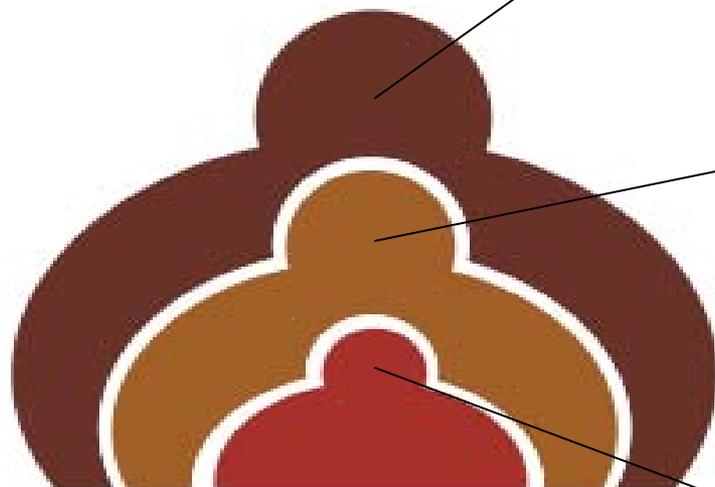
➤ **Strategic Direction:**

CRADLE and our coalition of partners are committed to making the greatest difference possible to ensure healthy and stable family environments. Looking toward the future, CRADLE will build on our current achievements while simultaneously finalizing the creation of sustainable activities to effectively improve child welfare in Bedford Stuyvesant.

➤ **Areas of Strategic Focus:**

1. Program development
2. Partnership development
3. Awareness / Information sharing

ROADMAP



Awareness/Information Sharing

- Continue raising providers and families awareness of local services
- Infuse SOC principles and lessons learned into ACS

Partnership Development

- Enhance the network to ensure sustainability of strategically selected programs
- Succession Planning: identify and develop “sustainability champions” within network

Program Development

- Create mechanism for service coordination
- Ensure sustainability of the most impactful and sustainable programs

STRATEGIC GOALS

In the order of priority:

1. **Program Development:** Create mechanism for service coordination (Infant Protocol)
2. **Program Development:** Ensure sustainability of the most impactful and sustainable programs by successfully transferring them to network champions
3. **Partnership Development:** Succession Planning: identify and develop “sustainability champions” within the network to both celebrate them and to enlist them in assisting CRADLE with their plans for the future
4. **Awareness/Information Sharing:** Infuse SOC principles and lessons learned into the ACS
5. **Partnership Development:** Enhance the network to ensure sustainability of strategically selected programs
6. **Awareness/Information Sharing:** Continue raising providers and families awareness of local services

IMPLEMENTATION ROADMAP

Program Development

Goal #1: Create mechanism for service coordination

Measures of Success:

- Stakeholders buy-in and maximum participation in the process
- Created Infant Protocol

Implementation Activities:

- Conduct research on similar tools for existing best practices
- Identify and approach strategic partners for working on Infant Protocol
- Create criteria for what the Infant Protocol should be focused on
- Develop Infant Protocol

IMPLEMENTATION ROADMAP

Program Development

Goal #2: Ensure sustainability of the most impactful and sustainable programs by successfully transferring them to network champions

Measures of Success:

- At least three programmatic packages are created
- Champions committed to sustaining selected programs
- Transfer of programs is facilitated

Implementation Activities:

- Create a comprehensive grid of all programs
- Prioritize programs by impact and sustainability
- Decide on which programs' sustainability CRADLE will focus in the next 14 months
- Create a package (containing program description, budget, 'how to's, outcome measures, etc.) for each selected program
- Finalize agreements with "champions"
- Facilitate transfer of selected programs to the corresponding "champion"

IMPLEMENTATION ROADMAP

Partnership Development

Goal #3: Succession Planning: identify and develop *sustainability champions* within the network to both celebrate them and to enlist them in assisting CRADLE with our plans for the future

Measures of Success:

- Identified, cultivated and enlisted 6 - 8 sustainability champions
- Created at least three matches between sustainability champions and programs based on capabilities and interest

Implementation Activities:

- Define potential roles & responsibilities of sustainability champions
- Create a list of potential champions, their expertise and capabilities
- Use Program Grid and list of potential champions to identify matches and gaps
- Enlist champions (individual approach)
- Discuss, develop and confirm agreements with champions
- Facilitate and manage relationships (through a champion representative); celebrate champions
- Re-introduce sustainability champions to the network, share their roles & responsibilities

IMPLEMENTATION ROADMAP

Awareness/Information Sharing

Goal #4: Infuse System of Care (SOC) principles and lessons learned into ACS

Measures of Success:

- SOC principles have been adopted by Community Partnership Initiative (CPI)
- Lessons learned are shared with ACS leadership and CPI

Implementation Activities:

- Work with CPI coalition to ensure complete understanding of SOC principles as adopted in their strategic plan
- Complete CRADLE's *Lessons Learned* document by building on the previous presentations and expanded Program Grid
- Proactively search opportunities to present *Lessons Learned* document at multiple forums (i.e. community forums, meetings with ACS leadership, and other venues)
- Create Policy Briefs by building on *Lessons Learned* document

IMPLEMENTATION ROADMAP

Partnership Development

Goal #5: Enhance the network to ensure sustainability of strategically selected programs

Measures of Success:

- Missing partners are approached and their participation in the network is ensured

Implementation Activities:

- Identify WIFM for selected organizations that are critical for sustainability of CRADLE's activities (i.e. hospitals and substance abuse providers)
- Approach identified organizations to introduce CRADLE and discuss added value of a partnership to both parties
- Facilitate and manage relationships

IMPLEMENTATION ROADMAP

Awareness/Information Sharing

Goal #6: Continue raising providers and families awareness of local services

Measures of Success:

- At least 10 Steering Committee meetings are conducted in the next 14 months
- BedStuy Activist meetings are conducted (at least **X** are coordinated by CRADLE)
- Inter-Agency meetings are conducted (at least **X** are coordinated by CRADLE)
- Increased number of visits on CRADLE website
- **X** updated CRADLE Directories are printed and disseminated
- **X** informational packages are disseminated
- Community stakeholders are aware of who the sustainability champions are and what their respective roles are

IMPLEMENTATION ROADMAP

Awareness/Information Sharing

Goal #6: Continue raising providers and families awareness of local services

Implementation Activities:

- Organize a number of community stakeholder forums (i.e. Steering Committee meetings, Inter-Agency meetings, etc.)
- Participating in various forums (CPI meetings, etc.)
- Continue working with Child Protective Specialists (CPS)
- Explore the future of CRADLE website
- Explore digitizing CRADLE Directory and providing it on CRADLE website
- Disseminate information to community stakeholders about CRADLE's updated website
- Disseminate CRADLE Directory to community stakeholders
- Celebrate sustainability champions, their respective roles and involvement

PLAN OF ACTION (See Attachment)

Timeframe	Strategic Area	Strategic Goal	Action	Responsibility
September – November 2007				
December 2007 – February 2008				
March – May 2008				
June – August 2008				

NEXT STEPS

- Finalize the Action Plan – *First week of August*
- Prioritize tasks and activities – *Mid-August*
- Review the Plan with the Steering Committee – *August 23rd*
- Start implementation – *Last week of August*

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